Oregon Department of Corrections

2015-2017 Governor's Balanced Budget

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CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Oregon Department of Corrections	2575 Center St. NE Salem, OR 97301
AGENCY NAME	**AGENCY ADDRESS**
	Director
SIGNATURE	**TITLE**

Notice: Requests of agencies headed by a board or commission must be approved by official action of those bodies and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

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A-Engrossed
House Bill 2837

Ordered by the House March 27
Including House Amendments dated March 27

Sponsored by JOINT COMMITTEE ON WAYS AND MEANS

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure.

Increases allocation to Department of Corrections from Criminal Fine Account for planning, operating and maintaining county juvenile and adult corrections programs and facilities.

Modifies purposes and methodology for determining amount of certain allocations from Criminal Fine Account.

Expands scope of purposes for which certain moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by Department of Corrections during biennium beginning July 1, 2011, may be spent.

Decreases allocations made from Administrative Services Economic Development Fund, for biennium beginning July 1, 2011, to Oregon Business Development Department, Department of Education for State School Fund, office of the Governor, Sports Lottery Account and Oregon Department of Administrative Services for distribution to counties for economic development activities, Problem Gambling Treatment Fund, County Fair Account and Oregon Department of Administrative Services for transfer to State Department of Agriculture.

Transfers moneys from Wage Security Fund to General Fund for general governmental purposes.

Declares emergency, effective on passage.

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A BILL FOR AN ACT

Relating to state financial administration; creating new provisions; amending ORS 137.300 and section 58, chapter 597, Oregon Laws 2011, and section 2, chapter 631, Oregon Laws 2011; and declaring an emergency.

Be It Enacted by the People of the State of Oregon:

SECTION 1. (1) Notwithstanding any other law allocating moneys from the Criminal Fine Account, the allocation to the Department of Corrections established by section 58 (2), chapter 597, Oregon Laws 2011, as amended by section 3 of this 2013 Act, for the period beginning January 1, 2012, and ending June 30, 2013, is increased by $3,053,176 for the purpose of planning, operating and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs.

(2) Notwithstanding ORS 137.300 (7), the Department of Revenue shall distribute the full amount of the increased allocation provided for in this section to the Department of Corrections as soon as possible after the effective date of this 2013 Act.

SECTION 2. ORS 137.300, as amended by section 14, chapter 89, Oregon Laws 2012, is amended to read:

137.300. (1) The Criminal Fine Account is established in the General Fund. Except as otherwise provided by law, all amounts collected in state courts as monetary obligations in criminal actions shall be deposited by the courts in the account. All moneys in the account are continuously appropriated to the Department of Revenue to be distributed by the Department of Revenue as provided

NOTE: Matter in **boldfaced** type in an amended section is new; matter [*italic and bracketed*] is existing law to be omitted. New sections are in **boldfaced** type.

in this section. The Department of Revenue shall keep a record of moneys transferred into and out of the account.

(2) The Legislative Assembly shall first allocate moneys from the Criminal Fine Account for the following purposes, in the following order of priority:

(a) Allocations for public safety standards, training and facilities.

(b) Allocations for criminal injuries compensation and assistance to victims of crime and children reasonably suspected of being victims of crime.

(c) Allocations for the forensic services provided by the Oregon State Police, including, but not limited to, services of the State Medical Examiner.

(d) Allocations for the maintenance and operation of the Law Enforcement Data System.

(3) After making allocations under subsection (2) of this section, the Legislative Assembly shall allocate moneys from the Criminal Fine Account for the following purposes:

(a) Allocations to the Law Enforcement Medical Liability Account established under ORS 414.815.

(b) Allocations to the State Court Facilities and Security Account established under ORS 1.178.

(c) Allocations to the Department of Corrections for [*community corrections grants under ORS 423.520*] **the purpose of planning, operating and maintaining county juvenile and adult corrections programs and facilities and drug and alcohol programs**.

(d) Allocations to the Oregon Health Authority for the purpose of grants under ORS 430.345 for the establishment, operation and maintenance of alcohol and drug abuse prevention, early intervention and treatment services provided through a county.

(e) Allocations to the Oregon State Police for the purpose of the enforcement of the laws relating to driving under the influence of intoxicants.

(f) Allocations to the Arrest and Return Account established under ORS 133.865.

(g) Allocations to the Intoxicated Driver Program Fund established under ORS 813.270.

(4) It is the intent of the Legislative Assembly that allocations from the Criminal Fine Account under subsection (3) of this section be consistent with historical funding of the entities, programs and accounts listed in subsection (3) of this section from monetary obligations imposed in criminal proceedings. **Amounts that are allocated under subsection (3)(c) and (d) of this section shall be distributed to counties based on the amounts that were transferred to counties by circuit, justice and municipal courts during the 2009-2011 biennium under the provisions of ORS 137.308, as in effect January 1, 2011.**

(5) Moneys in the Criminal Fine Account may not be allocated for the payment of debt service obligations.

(6) The Department of Revenue shall deposit in the General Fund all moneys remaining in the Criminal Fine Account after the distributions listed in subsections (2) and (3) of this section have been made.

(7) The Department of Revenue shall establish by rule a process for distributing moneys in the Criminal Fine Account. The department may not distribute more than one-eighth of the total biennial allocation to an entity during a calendar quarter.

SECTION 3. Section 58, chapter 597, Oregon Laws 2011, is amended to read:

Sec. 58. (1) There is allocated $506,244 from the Criminal Fine Account to the Law Enforcement Medical Liability Account established under ORS 414.815 for the period beginning January 1, 2012, and ending June 30, 2013.

(2) There is allocated $3,223,179 from the Criminal Fine Account to the Department of Cor-

rections for the period beginning January 1, 2012, and ending June 30, 2013, for the purpose of planning, operating and maintaining county juvenile and adult corrections programs and facilities **and drug and alcohol programs**. [*The grant to each county shall be based on amounts deposited in the Criminal Fine and Assessment Account by the circuit court for the county in the 2009-2011 biennium.*]

(3) There is allocated $42,884 from the Criminal Fine Account to the Oregon Health Authority for the period beginning January 1, 2012, and ending June 30, 2013, for the purpose of grants under ORS 430.345 for the establishment, operation and maintenance of alcohol and drug abuse prevention, early intervention and treatment services provided through a county.

(4) There is allocated $190,004 from the Criminal Fine Account to the Oregon State Police for the period beginning January 1, 2012, and ending June 30, 2013, for the purpose of the enforcement of the laws relating to driving under the influence of intoxicants.

(5) There is allocated $22,500 from the Criminal Fine Account to the Arrest and Return Account established under ORS 133.865 for the period beginning January 1, 2012, and ending June 30, 2013.

(6) There is allocated $699,000 from the Criminal Fine Account to the Intoxicated Driver Program Fund created under ORS 813.270 for the period beginning January 1, 2012, and ending June 30, 2013.

SECTION 4. Section 2, chapter 631, Oregon Laws 2011, is amended to read:

Sec 2. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2011, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, for the following purposes:

(1) Operations and health services..... $ 9,522,269

(2) Administration, public services and general services..... $ 6,968,970

(3) Transitional services..... $ 9,038,775

(4) Community corrections**;**

Planning, operating and maintaining county juvenile and adult corrections programs and facilities; Drug and alcohol programs..... $ 2,123,773

SECTION 5. The amendments to section 58, chapter 597, Oregon Laws 2011, by section 3 of this 2013 Act apply to all unexpended amounts distributed to counties by the Department of Corrections pursuant to section 58, chapter 597, Oregon Laws 2011.

SECTION 6. (1) Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Oregon Business Development Department established by section 3 (1), chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $145,632.

(2) Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Oregon Business Development Department established by section 3 (2), chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $990,130.

(3) Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Oregon Business Development Depart-

ment established by section 3 (3), chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $24,548.

SECTION 7. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Department of Education, for the State School Fund, established by section 4, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $8,096,204.

SECTION 8. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the office of the Governor established by section 6, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $40,436.

SECTION 9. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Sports Lottery Account established by section 9, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $187,232.

SECTION 10. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Oregon Department of Administrative Services, for distribution to counties for economic development activities as provided by ORS 461.547, established by section 10, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, is decreased by $808,801.

SECTION 11. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Problem Gambling Treatment Fund established by section 11, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, as modified by legislative action, is decreased by $230,568.

SECTION 12. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the County Fair Account established by section 12, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, is decreased by $78,446.

SECTION 13. Notwithstanding any other law allocating moneys from the Administrative Services Economic Development Fund, the allocation to the Oregon Department of Administrative Services, for transfer to the State Department of Agriculture, established by section 13, chapter 622, Oregon Laws 2011, for the biennium beginning July 1, 2011, is decreased by $400.

SECTION 14. Notwithstanding ORS 652.409 (2), the amount of $76,069 is transferred from the Wage Security Fund to the General Fund for general governmental purposes. The transfer shall be made on or before June 30, 2013, from moneys maintained in the Wage Security Fund on the effective date of this 2013 Act.

SECTION 15. This 2013 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2013 Act takes effect on its passage.

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **HB 5005-A**

Carrier – House: **Rep. Williamson**
Carrier – Senate: **Sen. Winters**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 26 – 0 – 0

House
Yeas: Barker, Buckley, Frederick, Freeman, Hanna, Huffman, Jenson, Komp, McLane, Nathanson, Read, Richardson, Smith, Tomei, Williamson
Nays:
Exc:
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Art Ayre, Department of Administrative Services

Reviewed By: Monica Brown, Legislative Fiscal Office

Meeting Date: June 6, 2013

Agency	**Biennium**
Department of Corrections	2013-15

Budget Summary*

	2011-13 Legislatively Approved Budget[1]	2013-15 Current Service Level	2013-15 Committee Recommendation	Committee Change from 2011-13 Leg. Approved	
				$$ Change	% Change
General Fund	$ 1,221,349,965	$ 1,402,584,648	$ 1,302,191,735	$ 80,841,770	6.6%
General Fund Capital Improvement	$ 2,635,425	$ 2,698,675	$ 2,698,675	$ 63,250	2.4%
General Fund Debt Service	$ 138,859,174	$ 131,444,114	$ 129,710,174	$ (9,149,000)	-6.6%
Other Funds	$ 30,884,955	$ 33,936,401	$ 33,824,267	$ 2,939,312	9.5%
Other Funds Debt Service	$ 0	$ 0	$ 815,000	$ 815,000	0.0%
Other Funds Capital Improvement	$ 413,449	$ 0	$ 0	$ 401,551	97.1%
Other Funds Nonlimited	$ 1,152,165	$ 0	$ 0	$ (1,152,165)	-100.0%
Other Funds Debt Service Nonlimited	$ 192,754,457	$ 0	$ 0	$ (192,754,457)	-100.0%
Federal Funds	$ 7,816,182	$ 6,761,556	$ 7,369,007	$ (447,175)	-5.7%
Federal Funds Debt Service Nonlimited	$ 1,262,826	$ 1,262,826	$ 1,262,826	$ 0	0.0%
Total	$ 1,597,128,598	$ 1,578,688,220	$ 1,477,871,684	$ (118,441,914)	-7.4%

Position Summary

Authorized Positions	4,509	4,770	4,687	178
Full-time Equivalent (FTE) positions	4,414.55	4,606.24	4,508.99	94.44

[1] Includes adjustments through December 2012

* Excludes Capital Construction expenditures

Summary of Revenue Changes

The agency is mainly supported by General Fund. For 2013-15, the General Fund at $1.43 billion is over 97 percent of the recommended budget. Other Fund revenues come from the Inmate Welfare Fund (telephone revenues, canteen profits, fines, confiscations, and vending machines) and grants. Federal Funds are reimbursements from the U.S. Department of Justice for a small part of the expense of incarcerating illegal aliens, as well as federal grants and reimbursements for interest on Build America Bonds.

Summary of Public Safety Subcommittee Action

The Department of Corrections (Department) manages adult and certain juvenile offenders sentenced to prison by the courts in 14 institutions around the state. The Department distributes funds to counties to manage offenders on parole, post-prison supervision, or who have been sentenced to incarceration for one year or less.

The Subcommittee approved a budget of $1,434.6 million General Fund and $1,477.9 million total funds with 4,508.99 full-time equivalent positions (FTE). This represents a 5.3 percent increase in General Fund resources from the 2011-13 Legislatively Approved budget and a 7.5 percent decrease in total funds resources for the same period. The decrease in total funds is driven primarily by the phase-out of almost $194 million one-time Other Funds non-limited expenditure limitation for administrative action to refinance debt. After factoring out this phase-out, the budget's total funds resources are 5.3 percent higher than in the 2011-13 Legislatively Approved budget. Major features of this budget include:

• An increase of $22.6 million General Fund for mandated caseload in the Department's operational costs, and $11.4 million General Fund in mandated caseload for Community Corrections.
• Reductions in positions due to middle management actions taken by the Emergency Board.
• Reductions in Public Employees Retirement System expenditures due to rate reductions and two policy packages.
• A reduction of $6.3 million General Fund due to a reduction in Measure 73 grants for pretrial incarceration.
• Reductions totaling $37.7 million General Fund (or approximately 3.2 percent of the Department's operating current service level) in assumed management actions and one-time solutions to balance the budget.

Operations Division

The Operations Division is responsible for the security and operation of the 14 existing correctional institutions. Functions of this division include institution operations, security, food service, inmate work, and inmate transportation. Health Services is administratively under the Operations Division but is a separate budget unit.

The Subcommittee approved a budget of $677.9 million General Fund and $687.1 million total funds with 3,292.47 full-time equivalent positions. This represents an 8.3 percent increase in General Fund expenditures from the 2011-13 Legislatively Approved Budget and an 8.2 percent increase in total funds expenditures.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including 16 positions (15.00 FTE) within Operations and reduces General Fund by $3.1 million.

The Subcommittee approved Package 090: Analyst Adjustments. In its original form, this package made an undesignated $10 million reduction to personal services and also reduced positions and associated personal services and services and supplies to reflect a policy decision to hold prison population flat through providing increased funding to Community Corrections. In its final form, the package reduces General Fund by $10 million for vacancy savings.

The Subcommittee approved Package 092: PERS Taxation Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package reduces General Fund by $1.5 million and Other Funds by $9,441.

The Subcommittee approved Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2 percent.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9 percent. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by $12.1 million and Other Funds by $75,580.

The Subcommittee approved Package 117: Transfer Training from DPSST to DOC. This package supports the passage of HB 2235 to allow the Department of Corrections to provide basic training to its corrections officers. DPSST would continue to audit the training program. The package reduces General Fund by $6.1 million.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($1,083,641 GF and $6,783 OF); shifts treatment program funding to Offender Management and Rehabilitation Division ($537,971 GF); and allocates a management reduction target to help balance the Public Safety budget ($17,980,572 GF). In sum, the package reduces General Fund by $25.9 million, increases Other Funds expenditure limitation by $6,783, and eliminates 43 positions (56.31 full-time equivalents).

Central Administration

Central Administration includes the Offices of the Director, Inspector General, Planning and Budget, Research and Projects, Government Efficiencies and Communication, and Internal Audits. This unit provides overall direction, administration, and budget and financial accountability. More than 60 percent of the expenditures in this budget unit is for all of the agency's state government service charges, including those paid to DAS for risk management.

The Subcommittee approved a budget of $63.3 million General Fund and $64.5 million total funds with 86.00 full-time equivalent positions. This represents a 1.4 percent decrease in General Fund expenditures from the 2011-13 Legislatively Approved Budget and a 2.9 percent decrease in total funds expenditures.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including one position (1.00 FTE) within Central Administration and reduces General Fund by $0.2 million.

The Subcommittee approved Package 090: Analyst Adjustments. This package moves Federal Funds expenditure limitation for Services and Supplies from Offender Management and Rehabilitation to Central Administration. It also adds Other Funds expenditure limitation for the cost of issuance of capital construction bond proceeds to be used for deferred maintenance projects. The package increases Other Funds expenditure limitation by $89,000 and Federal Funds expenditure limitation by $0.5 million.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on

those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package reduces General Fund by $45,808 and Other Funds expenditure limitation by $1,248.

The approved budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package decreases General Fund by $0.4 million and Other Funds expenditure limitation by $9,989.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($32,554 GF and $897 OF); and allocates a management reduction target to help balance the Public Safety budget ($1,383,120 GF). In sum, the package reduces General Fund by $1,326,926 and increases Other Funds expenditure limitation by $897.

General Services Division

The General Services Division includes the following units:

• ***Fiscal Services*** provides central accounting, inmate trust accounting, payroll, purchasing, and contract-related services for the entire agency.

• ***Information Systems and Services*** provides agency-wide functions including operations and user support, applications development, systems maintenance, technical support, and research/evaluation. It is responsible for operating a number of systems, including the offender database and tracking system used to manage the state's prisons and community corrections; the Corrections Information System; fiscal systems; and automated office systems.

• ***Distribution Services*** provides the various goods and services necessary to operate facilities including food and canteen supplies. It has a central warehouse in Salem and transports supplies to facilities around the state. It is also responsible for the statewide inventory system for the agency.

• ***Facility Services*** is responsible for the repair and maintenance program for all of the Department-owned facilities. It also manages leased facilities, wireless communications, capital improvements, deferred maintenance, and energy conservation.

The Subcommittee approved a budget of $51.1 million General Fund and $58.4 million total funds with 264.65 full-time equivalent positions. This represents a 2.1 percent increase in General Fund expenditures from the 2011-13 Legislatively Approved Budget and a 3.2 percent increase in total funds expenditures.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including five positions (5.00 FTE) within General Services and reduces General Fund by $0.8 million.

The approved budget includes Package 091: Statewide Administrative Savings. This package is a placeholder for administrative efficiencies in finance, information technology, human resources, accounting, payroll, and procurement expenditures. The Department of Administrative

Services will continue to work on details of these reductions with agencies and report back during the 2014 session. The package decreases General Fund by $2.2 million.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package decreases General Fund by $117,014 and Other Funds expenditure limitation by $13,477.

The approved budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by $936,808 and Other Funds expenditure limitation by $107,897.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($82,596 GF and $9,684 OF); and allocates a management reduction target to help balance the Public Safety budget ($1,383,120 GF). In sum, this package reduces General Fund by $1,971,692, increases Other Funds expenditure limitation by $9,684, and eliminates four positions (3.41 FTE).

Human Resources

Human Resources staff provides agency-wide services including labor management, recruitment, employee development, training, employee safety, risk management, and payroll services. The Subcommittee budget is $14.0 million General Fund with 62.76 full-time equivalent positions. This represents a 5.7 percent decrease in General Fund expenditures from the 2011-13 Legislatively Approved Budget.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including nine positions (9.00 FTE) within Human Resources and reduces General Fund by $1.8 million.

The approved budget includes Package 091: Statewide Administrative Savings. This package is a placeholder for administrative efficiencies in finance, information technology, human resources, accounting, payroll, and procurement expenditures. The Department of Administrative Services will continue to work on details of these reductions with agencies and report back during the 2014 session. The package reduces General Fund by $0.5 million.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on

those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package decreases General Fund by $35,407.

The recommended budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package decreases General Fund by $0.3 million.

The Subcommittee approved Package 117: Transfer Training from DPSST to DOC. This package supports the passage of HB 2235 to allow the Department of Corrections to provide basic training to its corrections officers. DPSST would continue to audit the training program. The package increases General Fund by $1.1 million and restores seven positions (5.25 FTE).

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast and corrects the PERS line-item to reflect the correct Police & Fire rate ($22,184 GF). This package reduces General Fund by $0.8 million and eliminates three positions (3.99 FTE).

Community Corrections

The Community Corrections grant program provides funding to counties for operating their community corrections, except where the Department has assumed responsibility for these functions. Under Senate Bill 1145 (1995), the community corrections program was restructured to establish state/local partnerships and shift resources and control for community corrections to the counties. Grants are based on the number and risk levels of offenders to be managed.

Three general groups are funded through this program:

• ***Felony Probation*** includes those individuals who have been sentenced for a felony to probationary supervision instead of incarceration in a local or state correctional facility.

• ***Parole and Post-Prison Supervision*** are those individuals who have been incarcerated in a state correctional facility, are released, and then supervised in the community corrections system.

• ***Local control*** are those individuals convicted of felony and sentenced to incarceration of 12 months or less, revoked from felony community supervision and sentenced to 12 months or less incarceration, or sanctioned to less than 30 days for violating the terms of community supervision.

Included in the positions for this division are central administrative support and supervision staff for two counties (Douglas and Linn) where the Department has assumed responsibility for the community corrections program.

The Subcommittee approved a budget of $217.1 million General Fund and $223.9 million total funds with 61.33 full-time equivalent positions. This represents a 12.7 percent increase in General Fund expenditures from the 2011-13 Legislatively Approved Budget.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including five positions (5.00 FTE) within Offender Management and Rehabilitation and reduces General Fund by $0.8 million.

The Subcommittee approved Package 090: Analyst Adjustments. In its original form, this package made two adjustments to the distribution to counties. The first was a reduction in Measure 73 grants for pretrial incarceration, equaling $6.3 million. The second was a placeholder totaling $32 million General Fund for public safety investments pending recommendations from the Governor's Commission on Public Safety. In its final form, this package recognizes a reduction of $6.3 million General Fund in Measure 73 grants for pretrial incarceration.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package decreases General Fund by $34,342 and Other Funds expenditure limitation by $43.

The approved budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by $0.3 million and Other Funds expenditure limitation by $348.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($23,162 GF and $31 OF); and increases Federal Funds expenditure limitation for the Smart Probation Grant which was authorized for application at the December 2012 meeting of the Emergency Board. In sum, this package increases General Fund by $0.5 million, Other Funds expenditure limitation by $31, and Federal Funds expenditure limitation by $0.3 million.

Health Services

Health Services is administratively part of the Operations Division, but in order to focus attention on the challenges of health care provision in institutions a separate budget unit has been created. Prison health care became a legal requirement in 1976 in *Estelle v. Gamble*. The effect of Estelle has centered on three basic rights:

- The right to access to care.
- The right to care that is ordered.
- The right to a professional medical judgment.

The Division provides medical services in a multi-level managed care approach. The behavioral health unit includes services for adults in custody with mental illness, the developmentally disabled, and those with co-occurring mental/substance abuse disorders. The dental health unit provides preventative and acute care and the pharmacy unit manages pharmaceutical acquisition/distribution and medical supplies.

The Subcommittee approved a budget of $214.6 million General Fund and $221.7 million total funds with 550.07 full-time equivalent positions. This represents a 5.6 percent increase in General Fund expenditures from the 2011-13 Legislatively Approved Budget.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including three positions (2.29 FTE) within Health Services and reduces General Fund by $0.4 million.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package reduces General Fund by $0.3 million.

The approved budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by $2.6 million.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($231,574 GF); assumes passage of HB 2087 and reduces $13 million GF for potential savings in health care but establishes three permanent positions (2.64 FTE) to process Medicare eligibility paperwork; increases Federal Funds expenditure limitation by $315,654 for Oregon Health Network pass-through funding; and allocates a management reduction target to help balance the Public Safety budget ($5,532,485 GF). In sum, this package reduces General Fund by $17.3 million, increases Other Funds expenditure limitation by $0.3 million, and eliminates 0.43 FTE.

Offender Management and Rehabilitation

The Department of Corrections established the new Offender Management and Rehabilitation (OMR) Division in April 2012 to manage the agency's mission in reducing the risk of future criminal conduct. The Division impacts all adults in custody and encompasses nine units that oversee an offender's success from admission to release using dynamic case management strategies that involve the offender. It is tasked with guiding and targeting corrections interventions and enhancing linkages to community-based networks of support. The OMR Division includes Intake, Offender Information and Sentence Computation (OISC), Office of Population Management, Correctional Case Management, Addictions Treatment and Cognitive Behavior Services, Education and Training, Religious Services, Inmate Services, and Transition and Release.

The Subcommittee approved a budget of $64.1 million General Fund and $73.7 million total funds with 191.71 full-time equivalent positions.

The Subcommittee approved Package 081: May 2012 Emergency Board. This package reduces positions and associated personal services expenditures as part of the statewide middle management actions directed by the Emergency Board. The package abolishes 41 positions across the agency, including two positions (1.28 FTE) within Offender Management and Rehabilitation and reduces General Fund by $0.2 million.

The Subcommittee recommended Package 090: Analyst Adjustments. This package moves $0.5 million Federal Funds expenditure limitation for Services and Supplies from Offender management and Rehabilitation to Central Administration.

The approved budget includes Package 092: PERS Tax Policy. This package reflects the policy change in SB 822 that eliminates the increased retirement benefits resulting from Oregon income taxation of payments if the person receiving payments does not pay Oregon income tax on those benefits and is not an Oregon resident. This change reduces state employer contribution rates by approximately 0.30%. The package reduces General Fund by $84,570 and Other Funds expenditure limitation by $61.

The approved budget includes Package 093: Other PERS Adjustments. This package reflects the policy change in SB 822 that modifies the cost-of-living adjustment under the Public Employees Retirement System. This change reduces state employer contribution rates by approximately 2.2%.

An administrative action by the PERS Board, as directed by a budget note in the SB 822 budget report, will reduce state employer contribution rates by up to an additional 1.9%. However, no employer rate is reduced below its 2011-13 biennium rate. The package reduces General Fund by $0.7 million and Other Funds expenditure limitation by $489.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package adjusts for mandated caseload based on the April 2013 forecast; corrects the PERS line-item to reflect the correct Police & Fire rate ($60,768 GF & $44 OF); shifts treatment program funding to Offender Management and Rehabilitation ($537,971 GF); and allocates a management reduction target to help balance the Public Safety budget ($1,383,120 GF). In sum, this package decreases General Fund by $3.0 million, increases Other Funds expenditure limitation by $44, and establishes one permanent position (0.21 FTE).

Debt Service

Debt service is the obligation to repay the principal and interest costs of Certificates of Participation (COPs) that are issued to finance the costs of construction and improvement of correctional facilities. Beginning with the construction of the Snake River Correctional Facility in Ontario in the early 1990s, the Department has used COPs to finance the major expansion of the prison system. The proceeds from COPs are also used for the construction of local jail capacity related to the Senate Bill 1145 community corrections population, purchase of property, design costs, siting costs, major improvements or upgrades of existing facilities, and the staff costs associated with the construction and improvement of facilities.

The Subcommittee approved a budget for debt service costs of $129.7 million General Fund and $131.8 million total funds. This represents a 6.6 percent decrease in General Fund resources for debt service when compared with the 2011-13 Legislatively Approved Budget.

The Subcommittee approved Package 810: LFO Analyst Adjustments. This package reflects revised debt service estimates based on a Spring 2012 refinancing by DAS and updated estimates of Other Funds resources available. The package reduces General Fund debt service by $1.7 million and increases Other Funds debt service by $0.8 million.

Capital Improvements

These funds are used for deferred maintenance and asset protection projects. These projects must be less than $1,000,000 or they are categorized as Capital Construction. The Subcommittee recommended a budget of $2.7 million General Fund representing a 2.4 percent increase in General Fund when compared with the 2011-13 Legislatively Approved Budget.

Summary of Performance Measure Action

See attached Legislatively Adopted 2013-15 Key Performance Measures form.

Oregon Department of Corrections
Art Ayre - 503-378-3108

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
2011-13 Legislatively Approved Budget at Dec 2012 *	$ 1,362,844,564	$ 0	$ 31,298,404	$ 193,906,622	$ 7,816,182	$ 1,262,826	$ 1,597,128,598	4,509	4,414.55
2013-15 ORBITS printed Current Service Level (CSL)*	$ 1,536,727,437	$ 0	$ 33,936,401	$ 0	$ 6,761,556	$ 1,262,826	$ 1,578,688,220	4,770	4,606.24
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 003 - Operations									
Package 081: May 2012 Emergency Board									
Personal Services	$ (3,052,148)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (3,052,148)	-16	-15.00
Package 090: Analyst Adjustments									
Personal Services	$ (10,000,000)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (10,000,000)	0	0.00
Package 092: PERS Taxation Policy									
Personal Services	$ (1,509,761)	$ 0	$ (9,441)	$ 0	$ 0	$ 0	$ (1,519,202)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (12,087,075)	$ 0	$ (75,580)	$ 0	$ 0	$ 0	$ (12,162,655)	0	0.00
Package 117: Transfer Training from DPSST to DOC									
Services and Supplies	$ (6,067,200)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (6,067,200)		
Package 810: LFO Analyst Adjustments									
Personal Services	$ (19,882,717)	$ 0	$ 6,783	$ 0	$ 0	$ 0	$ (19,875,934)	-43	-56.31
Services and Supplies	$ (5,989,147)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (5,989,147)		
SCR 004 - Central Administration									
Package 081: May 2012 Emergency Board									
Personal Services	$ (197,596)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (197,596)	-1	-1.00
Package 090: Analyst Adjustments									
Services and Supplies	$ 0	$ 0	$ 89,000	$ 0	$ 507,851	$ 0	$ 596,851		
Package 092: PERS Taxation Policy									
Personal Services	$ (45,808)	$ 0	$ (1,248)	$ 0	$ 0	$ 0	$ (47,056)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (366,740)	$ 0	$ (9,989)	$ 0	$ 0	$ 0	$ (376,729)	0	0.00

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
Package 810: LFO Analyst Adjustments									
Personal Services	$ (1,004,786)	$ 0	$ 897	$ 0	$ 0	$ 0	$ (1,003,889)	0	0.00
Services and Supplies	$ (322,140)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (322,140)		
SCR 006 - General Services Division									
Package 081: May 2012 Emergency Board									
Personal Services	$ (808,046)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (808,046)	-5	-5.00
Package 091: Statewide Administrative Savings									
Personal Services	$ (1,763,182)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (1,763,182)	0	0.00
Services and Supplies	$ (440,796)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (440,796)		
Package 092: PERS Taxation Policy									
Personal Services	$ (117,014)	$ 0	$ (13,477)	$ 0	$ 0	$ 0	$ (130,491)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (936,808)	$ 0	$ (107,897)	$ 0	$ 0	$ 0	$ (1,044,705)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	$ (1,625,912)	$ 0	$ 9,684	$ 0	$ 0	$ 0	$ (1,616,228)	-4	-3.41
Services and Supplies	$ (345,780)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (345,780)		
SCR 008 - Human Resources Division									
Package 081: May 2012 Emergency Board									
Personal Services	$ (1,780,916)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (1,780,916)	-9	-9.00
Package 091: Statewide Administrative Savings									
Personal Services	$ (438,248)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (438,248)	0	0.00
Services and Supplies	$ (109,562)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (109,562)		
Package 092: PERS Taxation Policy									
Personal Services	$ (35,407)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (35,407)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (283,468)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (283,468)	0	0.00
Package 117: Transfer Training from DPSST to DOC									
Personal Services	$ 1,079,357	$ 0	$ 0	$ 0	$ 0	$ 0	$ 1,079,357	7	5.25
Package 810: LFO Analyst Adjustments									
Personal Services	$ (613,666)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (613,666)	-3	-3.99
Services and Supplies	$ (152,772)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (152,772)		

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
SCR 009 - Community Corrections									
Package 081: May 2012 Emergency Board									
Personal Services	$ (951,191)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (951,191)	-5	-5.00
Special Payments (6020 Dist to Counties)	$ 159,513	$ 0	$ 0	$ 0	$ 0	$ 0	$ 159,513		
Package 090: Analyst Adjustments									
Special Payments (6020 Dist to Counties)	$ (6,300,000)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (6,300,000)		
Package 092: PERS Taxation Policy									
Personal Services	$ (34,342)	$ 0	$ (43)	$ 0	$ 0	$ 0	$ (34,385)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (274,937)	$ 0	$ (348)	$ 0	$ 0	$ 0	$ (275,285)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	$ 23,162	$ 0	$ 31	$ 0	$ 0	$ 0	$ 23,193	0	0.00
Special Payments (6020 Dist to Counties)	$ 460,685	$ 0	$ 0	$ 0	$ 291,797	$ 0	$ 752,482		
SCR 010 - Health Services									
Package 081: May 2012 Emergency Board									
Personal Services	$ (436,677)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (436,677)	-3	-2.29
Package 092: PERS Taxation Policy									
Personal Services	$ (322,280)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (322,280)	0	0.00
Package 093: Other PERS Adjustments									
Personal Services	$ (2,580,159)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (2,580,159)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	$ (3,959,635)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (3,959,635)	0	-0.43
Services and Supplies	$ (13,312,601)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (13,312,601)		
Special Payment (6025 Dist to Other Gov Unit)	$ 0	$ 0	$ 0	$ 0	$ 315,654	$ 0	$ 315,654		
SCR 011 - Offender Management and Rehabilitation									
Package 081: May 2012 Emergency Board									
Personal Services	$ (228,580)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (228,580)	-2	-1.28
Package 090: Analyst Adjustments									
Services and Supplies	$ 0	$ 0	$ 0	$ 0	$ (507,851)	$ 0	$ (507,851)		
Package 092: PERS Taxation Policy									
Personal Services	$ (84,570)	$ 0	$ (61)	$ 0	$ 0	$ 0	$ (84,631)	0	0.00

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
Package 093: Other PERS Adjustments									
Personal Services	$ (677,063)	$ 0	$ (489)	$ 0	$ 0	$ 0	$ (677,552)	0	0.00
Package 810: LFO Analyst Adjustments									
Personal Services	$ (904,966)	$ 0	$ 44	$ 0	$ 0	$ 0	$ (904,922)	1	0.21
Services and Supplies	$ (2,071,934)	$ 0	$ 0	$ 0	$ 0	$ 0	$ (2,071,934)		
SCR 086 - Debt Service									
Package 810: LFO Analyst Adjustments									
Debt Service	$ (1,733,940)	$ 0	$ 815,000	$ 0	$ 0	$ 0	$ (918,940)		
TOTAL ADJUSTMENTS	$ (102,126,853)	$ 0	$ 702,866	$ 0	$ 607,451	$ 0	$ (100,816,536)	-83	-97.25
SUBCOMMITTEE RECOMMENDATION *	$ 1,434,600,584	$ 0	$ 34,639,267	$ 0	$ 7,369,007	$ 1,262,826	$ 1,477,871,684	4,687	4,508.99
% Change from 2011-13 Leg Approved Budget	5.3%	0.0%	10.7%	-100.0%	-5.7%	0.0%	-7.5%	3.9%	2.1%
% Change from 2013-15 Current Service Level	-6.6%	0.0%	2.1%	0.0%	9.0%	0.0%	-6.4%	-1.7%	-2.1%

Legislatively Approved 2013-2015 Key Performance Measures

Agency: CORRECTIONS, DEPARTMENT of

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.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
1 - Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).		Approved KPM	68.95	80.00	80.00
2 - Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.		Approved KPM	78.00	75.00	75.00
3 - Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.		Approved KPM	28.40	30.00	30.00
4 - The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).		Approved KPM	1.74	1.50	1.50
5 - The rate of inmate walk-a-ways from outside work crews per month.		Approved KPM	0.25	1.00	1.00
6 - Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.		Approved KPM	14,063.00	14,270.00	14,270.00
7 - Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).		Approved KPM	9.40	9.30	9.30
8 - The number of escapes per year from secure-custody facilities (armed perimeter).		Approved KPM	0.00	0.00	0.00
9 - The number of escapes from DOC unarmed perimeter facilities.		Approved KPM	2.00	0.00	0.00
10 - Percent of inmates who successfully complete transitional leave.		Approved KPM	87.00	88.00	88.00
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Accuracy	Approved KPM	92.00	90.00	90.00
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Availability of Information	Approved KPM	86.00	90.00	90.00

Agency: CORRECTIONS, DEPARTMENT of

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.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Expertise	Approved KPM	91.00	90.00	90.00
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Helpfulness	Approved KPM	93.00	90.00	90.00
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Overall	Approved KPM	93.00	90.00	90.00
11 - Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Timeliness	Approved KPM	91.00	90.00	90.00
12 - Percent of total inmate care encounters that occur offsite.		Approved KPM	0.62	1.00	1.00
13 - Number of workers compensation time loss days per 100 employees on a fiscal year basis.		Approved KPM	57.04	66.15	66.15

LFO Recommendation:

Approve the 2014 and 2015 targets.

Sub-Committee Action:

Approved the 2014 and 2015 targets.

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **HB 5006-B**

Carrier – House: **Rep. Nathanson**
Carrier – Senate: **Sen. Winters**

Action: Do Pass the A-Engrossed Measure with Amendments to Resolve Conflicts and be Printed B-Engrossed

Vote: 26 – 0 – 0

House
Yeas: Barker, Buckley, Frederick, Freeman, Hanna, Huffman, Jenson, Komp, McLane, Nathanson, Read, Richardson, Smith, Tomei, Williamson
Nays:
Exc:
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Monica Brown, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: July 7, 2013

Agency	**Biennium**
Various	2013-15

Summary of Capital Construction Subcommittee Action

House Bill 5006 allocates resources from the Criminal Fine Account (CFA). The CFA includes criminal fines and other financial penalties imposed on conviction for felonies, misdemeanors, and violations other than parking infractions which are collected through the courts – the Oregon Judicial Department (OJD) for the circuit courts and the local Municipal (city) and Justice (county) Courts and remitted to the Department of Revenue.

ORS 137.300 establishes the CFA and identifies program priorities, but does not specify a funding level for the programs. Expenditure limitations for programs receiving CFA allocations are established in the separate appropriation bills for the various receiving agencies. Once the specific program allocations have been made, the balance of revenues in the CFA is deposited into the General Fund.

For the 2013-15 biennium, the revenue forecast inclusive of the changes in HB 2562 for the CFA totals $112.1 million. The Capital Construction Subcommittee approved allocations to agencies totaling $67.1 million, leaving a balance of $45 million to be deposited into the General Fund. The specific allocations accomplished through this bill are outlined in the following table:

Agency/Program (Bill number containing expenditure authority)		Allocation
Department of Public Safety Standards & Training (HB 5042)		
Operations		$ 24,410,000
Public Safety Memorial Fund		110,000
	Subtotal:	$ 24,520,000
Department of Justice (HB 5018)		
Child Abuse Multidisciplinary Intervention (CAMI)		$ 9,982,089
Criminal Injuries Compensation Account (CICA)		8,520,223
Regional Assessment Centers		764,721
Child Abuse Medical Assessments		646,707
	Subtotal:	$ 19,913,740
Oregon Judicial Department (HB 5016)		
State Court Facilities & Security Account		$ 6,414,462
Court Security Program		2,960,118
	Subtotal:	$ 9,374,580
Oregon Health Authority (HB 5030)		
Emergency Medical Services & Trauma Services		$ 331,824
Alcohol & Drug Abuse Prevention		42,884
Law Enforcement Medical Liability Account (LEMLA)		1,300,000
Intoxicated Driver Program		4,323,000
	Subtotal:	$ 5,997,708
Department of Corrections (HB 5005)		
County correction programs and facilities, and alcohol and drug programs		$ 4,257,421
Department of Human Services(SB 5529)		
Domestic Violence Fund		$ 2,224,675
Sexual Assault Victims Fund		533,332
	Subtotal:	$ 2,758,007
Oregon State Police (HB 5038)		
Driving Under the Influence Enforcement		$ 253,000
Governor's Office (SB 5523)		
Arrest & Return for Extradition		$ 22,500
	Total Allocations:	**$ 67,096,956**

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **SB 5507-A**

Carrier – House: **Rep. Smith**
Carrier – Senate: **Sen. Girod**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 22 – 4 – 0

House
Yeas: Barker, Buckley, Frederick, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson
Nays: Freeman, Hanna, McLane, Richardson
Exc:
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Jack Kenny and Bill McGee, Department of Administrative Services

Reviewed By: Paul Siebert, Legislative Fiscal Office

Meeting Date: July 7, 2013

Agency	**Biennium**
Capital Construction – various agencies	2013-15
Department of Veterans' Affairs	2011-13
Department of Forestry	2009-11

Budget Summary

	2011-13 Legislatively Approved Budget[1]	2013-15 Current Service Level	2013-15 Committee Recommendation	Committee Change from 2011-13 Leg. Approved	
				$ Change	% Change
Other Funds	$ 469,027,017	$ 0	$ 265,625,458	$ (203,401,559)	-43.4%
Federal Funds	$ 36,051,831	$ 0	$ 2,466,205	$ (33,585,626)	-93.2%
Total	$ 505,078,848	$ 0	$ 268,091,663	$ (236,987,185)	-46.9%

2011-13 Expenditure Limitation Adjustments

Department of Veterans' Affairs

Other Funds	$ 4,000,000	$ 4,000,000	
Federal Funds	$ 6,840,377	$ 6,840,377	

2009-11 Expenditure Limitation Adjustments

Department of Forestry

Other Funds	$ 5,200,000	$ 5,200,000	

[1] Includes adjustments through December 2012

Summary of Revenue Changes

Other Fund revenues are from the proceeds of the issuance of Article XI-Q bonds, the depreciation component of the Uniform Rent program and other deposits in the Department of Administrative Services Capital Projects Fund established by ORS 276.005, PGE hydroelectric re-licensing agreement, Oregon Military Department Capital Construction Account (surplus property sale proceeds), energy incentive payments, rental income, proceeds from aircraft registration fees assessed in accordance with ORS 837.040 and 837.045, and state gasoline tax and driver and vehicle related fees. Federal Funds revenues are from National Guard Bureau, the Federal Aviation Administration's General Aviation Entitlement Program, and the Federal Airport Improvement Program.

Summary of Capital Construction Subcommittee Action

Senate Bill 5507 provides six-year expenditure limitation for new capital construction projects. Projects in excess of $1 million that build, acquire, adapt, replace, or change the use or function of a facility are categorized as capital construction projects. All capital projects in excess of $1 million require a separate Capital Construction expenditure limitation established by the Legislature or the Emergency Board. Senate Bill 5507 also extends the six-year expiration dates and expenditure limitations for specified projects and authorizes the sale of Military Department property as required by ORS 396.515 (4).

Oregon Health Authority

State Hospital Replacement Project: $79,401,530 Other Funds (Article XI-Q bonds) is approved for completion of the project to provide new mental health facilities to replace the State Hospital constructed in 1883 (implementation of the Oregon State Hospital Framework Master Plan). Funding provides for construction of the 174 bed Junction City campus, expected to be completed by the end of calendar year 2014. Project funding includes development and implementation of the Behavioral Health Integration Project (BHIP). Debt service will be paid with General Fund.

Department of Administrative Services

HVAC Improvement Projects: $4,921,160 Other Funds (Capital Projects Fund) is approved to provide HVAC system upgrades on several state-owned buildings. Planned improvements include the Portland State Office Building, the Human Services Building and various other projects.

Roof Replacements: $1,303,942 Other Funds (Capital Projects Fund) is approved to provide roof replacements or repairs on several state buildings. Planned work includes roof replacement at the Real Estate Building and the Central Point Building.

Public Utility Commission Building Exterior Replacement: $4,740,390 Other Funds (Capital Projects Fund) is approved to replace exterior siding and window glazing, replace interior sheet rock and install a new roof.

Elevator Upgrades: $961,420 Other Funds (Capital Projects Fund) is approved for the repair and upgrade to code for elevators in the Eugene State Office Building.

Carpet Replacements: $3,744,374 Other Funds (Capital Projects Fund) is approved to fund carpet replacements at several state buildings including Agriculture, Revenue and Human Services buildings.

Planning: $350,000 Other Funds (Capital Projects Fund) is approved to contract with various architects, engineers and other specialists to develop feasibility analyses and reliable cost information; to prepare preliminary design for small to medium-sized projects; and evaluate options to solve maintenance problems.

Executive Building Renovation: $800,000 Other Funds (Capital Projects Fund) is approved for architectural design work, engineering plan and budget development for a major renovation of the Executive Building planned for 2015-17.

Department of Veterans' Affairs

Linn County (Lebanon) Veterans' Home: $4,000,000 Other Funds (Article XI-Q Bonds) and $6,840,377 Federal Funds - (United States Department of Veterans' Affairs construction grant) is approved for design and construction work on the second state veterans' home. To comply with the current facility design requirements from the United States Department of Veterans' Affairs, the total additional cost needed to construct this facility is projected to be $10.8 million. The project requires a 35 percent state and local match and is expected to be completed in 2014. Capital construction expenditure limitation was established for this project beginning in the 2011-13 biennium.

Department of Transportation

Region 1 (Portland) Facilities Consolidation Project: $1 Other Funds (fee revenue) is approved as a placeholder for a project to consolidate a number of facilities within the Portland Metro area.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: the Transportation Building Renovation Center (Other Funds): extended to June 30, 2015; Baker City and East Portland Highway Facilities (Other Funds): extended to June 30, 2015; and the Sisters Maintenance Station (Other Funds): extended to June 30, 2014.

Department of Aviation

Cottage Grove State Airport: $400,000 Federal Funds (Federal Aviation Administration) and $40,000 Other Funds (aircraft registration fees) is approved to conduct design engineering needed to ascertain the required scope and cost of a runway rehabilitation project. Rehabilitation is necessary to meet safe operating conditions based on the most recent Pavement Condition Index survey.

Department of Fish and Wildlife

Clackamas Hatchery Intake System: $1,000,000 Other Funds (Portland General Electric re-licensing settlement agreement) is approved for design and preliminary construction of an intake system at the Clackamas Hatchery.

Department of Forestry

Gilchrist Forest Land Acquisition: $5,200,000 Other Funds (Article XI-Q Bonds) is approved to purchase some of the remaining available tracts in the Gilchrist Forest. Expenditure limitation for this purchase was added to the existing expenditure limitation for a similar project approved by the 2009 Legislative Assembly (and increased by the 2011 Legislative Assembly). This increase in expenditure limitation will expire June 30, 2015. Debt service for XI-Q bonds will be paid from the General Fund.

East Lane Headquarters Building: $1,750,000 Other Funds (Article XI-Q bonds) is approved to make improvements at the Springfield facility to increase safety and functionality. The project includes installation of site utility improvements and construction of a multi-use building to

house a fire cache, vehicle repair and equipment fabrication shop. In addition, the project includes fire crew support facilities, and the conversion of an existing vehicle repair building into fire engine and equipment storage facilities.

Oregon Military Department

Sharff Hall Armory: $2,781,000 Other Funds (Article XI-Q Bonds) is approved for the acquisition of a former US Army Reserve site in Portland, Oregon ($1.2 million) and for design and construction of needed additions and alterations to convert the facility into an armory ($1,581,000). The remodel is extensive including the following: replacement of window glazing systems, evaluation of energy and water saving measures, replacement/refurbishment of HVAC systems, upgrades to electronic security systems, upgrades to kitchen, storage and vehicle maintenance bays and other improvements.

Roseburg Armory: $2,230,416 Other Funds (Article XI-Q Bonds) is approved for a service life extension project to renovate the facility. The project includes the design and construction of additions and alterations to the armory. Funding will address severe deficiencies in the electrical, mechanical and structural components of the facility.

Medford Armory: $2,391,660 Other Funds (Article XI-Q Bonds) is approved for a service life extension project to renovate the facility. The project includes the design and construction of additions and alterations to the armory. The remodel will replace the HVAC system, upgrade window glazing systems, information technology systems, restrooms, kitchen, administrative and storage areas, and evaluate and implement feasible energy and water savings measures.

Baker City Readiness Center: $1,189,579 Other Funds (Article XI-Q bonds) is approved to affect the transfer of real property with Baker County, to conduct demolition of the County Extension Building, and to construct a new Military Vehicle Storage Compound. Federal Funds Capital Construction expenditure limitation for the project may be requested at a future date once funding is secured from the federal government.

Christmas Valley Land Acquisition: $220,000 Other Funds (energy incentive funds/rental income) is approved to complete the purchase of 2,296 acres for the possible development of a utility-scale solar project and a potential military training site. This amount will allow for the final installment payment for this acquisition.

Milton-Freewater Armory: $1,804,000 Federal Funds (National Guard Bureau) is approved for a service life extension project to renovate the facility. The work will include installing efficient heating and cooling systems and utility systems upgrades. The project also includes replacement of certain windows, doors and facility-related equipment. Federal Funds expenditure limitation for this project was originally approved by the Emergency Board (May 2012), however, that expenditure limitation expired and additional time is needed to complete construction and expend the funds.

Planning and Design: $282,445 Other Funds (Capital Construction Account) and $262,205 Federal Funds (National Guard Bureau) is approved for planning and preliminary design work at a number of sites throughout the state where the agency is planning future capital construction projects

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: the Ontario Readiness Center (Other Funds): extended to June 30, 2014; the Ontario Readiness Center (Federal Funds): extended to June 30, 2014; and the Dallas Readiness Center land acquisition (Other Funds): extended to June 30, 2015.

The subcommittee also approved the sale proposal from the Oregon Military Department, as required by ORS 396.515 (4), for the sale of the Baker City Armory.

Oregon State Police

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the Oregon Wireless Interoperability Network (Federal Funds) to December 30, 2013.

Oregon Youth Authority

Electronic Security Projects: $2,116,810 Other Funds (Article XI-Q Bonds) is approved to acquire and install security systems, including improved and expanded key control access systems, and CCTV systems.

Deferred Maintenance: $2,958,131 Other Funds (Article XI-Q bonds) is approved to address highest priority deferred maintenance projects to provide a safe and secure environment for the public and residents. Projects are located at facilities throughout the state and address a range of needs including fire alarms, water and electrical systems and structural repairs.

Department of Corrections

Deferred Maintenance: $4,961,000 Other Funds (Article XI-Q bonds) is approved to address highest priority deferred maintenance projects. Projects are located at facilities throughout the state and address a range of needs including HVAC repairs, security and electrical systems changes and some structural improvements.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: Deferred Maintenance and Assessment (Other Funds): extended to April 30, 2014; and Deferred Maintenance (Other Funds): extended to April 30, 2014.

Judicial Department

Supreme Court Building Renovation: $4,400,000 Other Funds (Article XI-Q bonds) is approved for the early stages of needed renovations. This funding will be used to address major safety issues with the exterior of the building, water penetration through the façade, and dry-rot in wooden-framed windows. This project will fund terracotta exterior repair and sealing, window repair, project management and the review and planning of future phases of critical interior renovation work.

Legislative Administration

State Capitol Master Plan: $34,500,000 Other Funds (Article XI-Q bonds) is approved to complete the detailed pre-construction planning and design phase of the project to address life-safety concerns through seismic upgrades and other critical needs, including fire and electrical systems. Furthermore this project will address public access and improve operational efficiency of the Capitol.

Community Colleges and Workforce Development

The Subcommittee approved a budget of $108,581,600 Other Funds (Article XI-G bonds) for 16 new construction and deferred maintenance projects at 16 community colleges:

- Blue Mountain Community College Applied Animal Science Education Center: approved $3,331,350 Other Funds (Article XI-G bonds) to construct new facilities for animal science and agriculture programs. The project includes classrooms and office building, indoor and outdoor arenas, a hay barn, horse pens and mare motels, tack storage lockers and round pens. Match for the Article XI-G bonds will come from grants, donations, corporate scholarships, and possibly a district bond levy.

- Central Oregon Community College Academic and Student Services Center: approved $5,260,000 Other Funds (Article XI-G bonds) to provide state funds to retire outstanding Central Oregon Community College general obligation bonds sold for construction of a building leased to Oregon State University for operation of its Cascades campus. Once the debt is repaid, the COCC will terminate the contract with OSU and remodel the building for college academic and student support use. Match on the Article XI-G bonds would be paid with COCC funds.

- Chemeketa Community College Applied Technology Classroom Center: approved $8,000,000 Other Funds (Article XI-G bonds) to construct new space for the Welding/Metal Fabrication and Machining programs and to remodel existing space to accommodate college services displaced by the new construction. Match for the Article XI-G bonds will come from proceeds of a district bond levy approved in May 2008.

- Clackamas Community College Clairmont Career and Technology Education Center: approved $8,000,000 Other Funds (Article XI-G bonds) to replace a 1960's era building that will provide additional classroom and industrial space. In addition, the horticulture program, the joint Clackamas/Oregon State University Extension Service office, and industrial technology programs will be located in the new facility. Match for the Article XI-G bonds will come from Extension Service revenues, a capital campaign, and proceeds from a district bond levy.

- Clatsop Community College Health and Wellness Center: approved $7,990,000 Other Funds (Article XI-G bonds) for construction of a new facility with gymnasium, fitness room, equipment storage, lockers, showers, and wellness activity area for physical education, community education, and health and wellness programs. Match for the Article XI-G bonds will come from proceeds of a legal settlement, a tuition surcharge, and fundraising.

- Columbia Gorge Community Advanced Technology Center, phase two: approved $7,320,000 Other Funds (Article XI-G bonds) for construction of a facility on the Hood River campus to support science, technology, engineering, and mathematics programs. Match for the Article XI-G bonds will come from fundraising and proceeds of a district bond levy.

- Klamath Community College Student Success and Career-Technical Center: approved $7,850,000 Other Funds (Article XI-G bonds) for construction of a new facility housing a research library and computer labs, a testing center, tutoring and advising areas, and space for GED, Adult Basic Education, and English as a Second Language programs. The project will also expand the Career Technical Education center for auto and diesel mechanics and construction management programs. Match for the Article XI-G bonds will come from college reserve funds, foundation and federal grants, and district general obligation bonds.

- Lane Community College The Center for Student Success: approved $8,000,000 Other Funds (Article XI-G bonds) to remodel an existing 1960s era building that houses the library, tutoring center, bookstore, Academic Learning Skills Department, and Culinary Arts and Hospitality programs to provide a student centered learning environment that integrates academic support services and resources with technology and facilities that promote individual and group learning. Match for the Article XI-G bonds will come from proceeds of a district bond levy approved in November 2008.

- Linn-Benton Community College Nursing and Allied Health Facilities: approved $8,000,000 Other Funds (Article XI-G bonds) for construction of a new facility for 12 Allied Health programs located in proximity to major healthcare providers or education centers. The funds will also be used to repurpose space on the Albany campus that become available after the health programs are relocated. Match for the Article XI-G bonds will come from private donations and revenues from a district bond levy.

- Mt. Hood Community College Student Services Enhancement: approved $8,000,000 Other Funds (Article XI-G bonds) to remodel and expand student service facilities, centralizing academic advising, career counseling, financial aid, admissions, registration, testing, business office and other functions. Match for the Article XI-G bonds will come from a district bond levy or a secured loan to be repaid with tuition revenue.

- Portland Community College Health Professions Center: approved $8,000,000 Other Funds (Article XI-G bonds) to construct or purchase and remodel a facility near the Sylvania campus for Dental Hygiene, Dental Assisting, Dental Lab Technology, Radiography, and Nursing programs. Match for the Article XI-G bonds will come from proceeds from a district bond levy passed in 2008.

- Rogue Community College Health and Science Center: approved $8,000,000 Other Funds (Article XI-G bonds) to increase space for health science programs by constructing new facilities or buying and remodeling existing ones. Match for the Article XI-G bonds will come from partnership contributions, grants, and capital campaign contributions.

- Southwestern Oregon Community College Health and Science Technology Building: approved $8,000,000 Other Funds (Article XI-G bonds) for construction of a new facility with laboratory, classroom, and auxiliary space for expansion of allied health and science programs. The

facility will support increased use of technology and distance education in health and science programs. Match for the Article XI-G bonds will come from private grants and donations and, if necessary, revenues from a district bond levy.

- Tillamook Bay Community College: Career and Technical Workforce Facility: approved $2,000,000 Other Funds (Article XI-G bonds) to construct a new building that will house OSU Extension Services and Open Campus programs, Oregon Regional Solutions, Tillamook County Economic Development Council, and the college Small Business Development Office as well as classroom, office, and laboratory space for career and technical education, natural resources, and hospitality and tourism programs. Match for the Article XI-G bonds will come from college reserve funds, partnerships and fundraising, and proceeds from a district general obligation bond.

- Treasure Valley Community College Workforce Vocational Center: approved $2,830,250 Other Funds (Article XI-G bonds) for construction of a new facility to expand space for welding training and to house Natural Resource, Renewable Energy, Wild Land Fire, Construction Trades, and Waste Water Management programs. Match for the Article XI-G bonds will come from funding raising or proceeds from district bonds or a district bond levy.

- Umpqua Community College Industrial Technology Building: approved $8,000,000 Other Funds (Article XI-G bonds) to construct a new facility on campus for automotive, manufacturing, construction, and welding technology programs. The college had planned to match the Article XI-G bonds with proceeds from a district bond levy which was defeated by the voters in May 2013. Alternatives for generating the match from grants, donations, and other sources are being explored.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: Clackamas Community College – Harmony Campus Phase II: extended to June 30, 2017; and Umpqua Community College – Roseburg Regional Health Occupation Training Center: extended to June 30, 2017.

Various Agencies
Jack Kenny -- 503-378-3107; Bill McGee - 503-378-2078

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	CCWD XI-G Bond Expenditures	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS								
Legislative Administration Committee								
State Capitol Master Plan	$ 0	$ 0	$ 34,500,000	$ 0	N/A	$ 34,500,000	0	0.00
Judicial Department								
Supreme Court Building Renovation	$ 0	$ 0	$ 4,400,000	$ 0	N/A	$ 4,400,000	0	0.00
EDUCATION PROGRAM AREA								
Department of Community Colleges and Workforce Development								
Blue Mountain - Animal Science Ed. Center	$ 0	$ 0	N/A	$ 0	$ 3,331,350	$ 3,331,350	0	0.00
Central Oregon - Academic & Student Svcs Ctr	$ 0	$ 0	N/A	$ 0	$ 5,260,000	$ 5,260,000	0	0.00
Chemeketa - Applied Technology Classroom	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Clackamas - Clairmont Career/Tech Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Clatsop - Health and Wellness Center	$ 0	$ 0	N/A	$ 0	$ 7,990,000	$ 7,990,000	0	0.00
Columbia Gorge - Advance Technology Center	$ 0	$ 0	N/A	$ 0	$ 7,320,000	$ 7,320,000	0	0.00
Klamath - Student Success & Career/Tech Center	$ 0	$ 0	N/A	$ 0	$ 7,850,000	$ 7,850,000	0	0.00
Lane - Center for Student Success	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Linn Benton - Nursing & Allied Health Facilities	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Mt. Hood - Student Services Enhancement	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Portland - Health Professions Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Rogue - Health & Science Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Southwestern - Heath & Science Building	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Tillamook Bay - Career & Tech. Workforce Fac.	$ 0	$ 0	N/A	$ 0	$ 2,000,000	$ 2,000,000	0	0.00
Treasure Valley - Workforce Vocational Center	$ 0	$ 0	N/A	$ 0	$ 2,830,250	$ 2,830,250	0	0.00
Umpqua - Industrial Arts Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
HUMAN SERVICES PROGRAM AREA								
Oregon Health Authority								
State Hospital Replacement	$ 0	$ 0	$ 79,401,530	$ 0	N/A	$ 79,401,530	0	0.00
PUBLIC SAFETY PROGRAM AREA								
Oregon Military Department								
Sharff Hall Armory	$ 0	$ 0	$ 2,781,000	$ 0	N/A	$ 2,781,000	0	0.00
Medford Armory	$ 0	$ 0	$ 2,391,660	$ 0	N/A	$ 2,391,660	0	0.00
Roseburg Armory	$ 0	$ 0	$ 2,230,416	$ 0	N/A	$ 2,230,416	0	0.00
Baker City Readiness Center	$ 0	$ 0	$ 1,189,579	$ 0	N/A	$ 1,189,579	0	0.00
Christmas Valley Land Acquisition	$ 0	$ 0	$ 220,000	$ 0	N/A	$ 220,000	0	0.00
Planning and Predesign	$ 0	$ 0	$ 282,445	$ 262,205	N/A	$ 544,650	0	0.00
Milton-Freewater Armory	$ 0	$ 0	$ 0	$ 1,804,000	N/A	$ 1,804,000	0	0.00

Department of Corrections														
Deferred Maintenance	$	0	$	0	$	4,961,000	$	0		N/A	$	4,961,000	0	0.00
Oregon Youth Authority														
Electronic Security Projects	$	0	$	0	$	2,116,810	$	0		N/A	$	2,116,810	0	0.00
Deferred Maintenance	$	0	$	0	$	2,958,131	$	0		N/A	$	2,958,131	0	0.00
TRANSPORTATION PROGRAM AREA														
Department of Transportation														
Region 1 Facilities Consolidation Project	$	0	$	0	$	1	$	0		N/A	$	1	0	0.00
Department of Aviation														
Cottage Grove State Airport Runw ay Rehab	$	0	$	0	$	40,000	$	400,000		N/A	$	440,000	0	0.00
ADMINISTRATION PROGRAM AREA														
Department of Administrative Services														
HVAC Improvement Projects	$	0	$	0	$	4,921,160	$	0		N/A	$	4,921,160	0	0.00
Roof Replacements	$	0	$	0	$	1,303,942	$	0		N/A	$	1,303,942	0	0.00
Public Utility Comm Bldg Exterior Replacemet	$	0	$	0	$	4,740,390	$	0		N/A	$	4,740,390	0	0.00
Elevator Upgrades	$	0	$	0	$	961,420	$	0		N/A	$	961,420	0	0.00
Carpet Replacements	$	0	$	0	$	3,744,374	$	0		N/A	$	3,744,374	0	0.00
Planning	$	0	$	0	$	350,000	$	0		N/A	$	350,000	0	0.00
Executive Building Renovation	$	0	$	0	$	800,000	$	0		N/A	$	800,000	0	0.00
NATURAL RESOURCES PROGRAM AREA														
State Department of Fish and Wildlife														
Clackamas Hatchery Intake System	$	0	$	0	$	1,000,000	$	0		N/A	$	1,000,000	0	0.00
State Forestry Department														
East Lane Headquarters	$	0	$	0	$	1,750,000	$	0		N/A	$	1,750,000	0	0.00
TOTAL	$	0	$	0	$	157,043,858	$	2,466,205	$	108,581,600	$	268,091,663	0	0.00
2011-13 Supplemental Expenditure Limitation Adjustments														
Department Veterans' Affairs														
Lebanon Veterans Home	$	0	$	0	$	4,000,000	$	6,840,377		N/A	$	10,840,377	0	0.00
2009-11 Supplemental Expenditure Limitation Adjustments														
State Forestry Department														
Gilchrist Forest Land Acquisition	$	0	$	0	$	5,200,000	$	0		N/A	$	5,200,000	0	0.00

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Regular Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **HB 5008-A**

Carrier – House: **Rep. Buckley**
Carrier – Senate: **Sen. Devlin**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 22 – 2 – 2

House
Yeas: Barker, Buckley, Frederick, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson
Nays: Freeman, Hanna
Exc: McLane, Richardson
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Linda Ames, Legislative Fiscal Office

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: July 8, 2013

Agency	**Biennium**
Emergency Board	2013-15
Various Agencies	2011-13

2013-15 Budget Summary*

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Emergency Board				
General Fund - General Purpose	-	-	$ 30,000,000	$ 30,000,000
General Fund - Special Purpose Appropriations				
State employee compensation changes	-	-	$ 86,500,000	$ 86,500,000
Home health care worker compensation	-	-	$ 12,900,000	$ 12,900,000
Oregon State Library	-	-	$ 1,702,192	$ 1,702,192
Department of Education - student assessments	-	-	$ 4,600,000	$ 4,600,000
Department of Education - youth development	-	-	$ 1,789,557	$ 1,789,557
Department of Housing and Community Development - Oregon Hunger Response Fund	-	-	$ 225,000	$ 225,000
Oregon Health Authority - A&D rate increases	-	-	$ 3,300,000	$ 3,300,000
Oregon Health Authority - Dental Pilots	-	-	$ 100,000	$ 100,000
Various Agencies - Omnibus Adjustments				
General Fund	-	-	$ (190,669,103)	$ (190,669,103)
General Fund Debt Service	-	-	$ (761,790)	$ (761,790)
Lottery Funds	-	-	$ (1,719,018)	$ (1,719,018)
Lottery Funds Debt Service	-	-	$ (1,307,446)	$ (1,307,446)
Other Funds	-	-	$ (5,660,297)	$ (5,660,297)
Federal Funds	-	-	$ (1,629,523)	$ (1,629,523)
ADMINISTRATION PROGRAM AREA				
Department of Administrative Services				
General Fund	-	-	$ 1,150,000	$ 1,150,000
Lottery Funds	-	-	$ 21,380	$ 21,380
Other Funds	-	-	$ 54,596,958	$ 54,596,958

*Excludes Capital Construction

2013-15 Budget Summary*

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Office of the Governor				
General Fund	-	-	$ 9,174	$ 9,174
Lottery Funds	-	-	$ 900,000	$ 900,000
Department of Revenue				
General Fund	-	-	$ 3,196,495	$ 3,196,495
General Fund Debt Service	-	-	$ 1,554,716	$ 1,554,716
Other Funds			$ 26,903,021	$ 26,903,021
Secretary of State				
General Fund	-	-	$ 9,174	$ 9,174
Treasurer of State				
Other Funds	-	-	$ 9,174	$ 9,174
CONSUMER AND BUSINESS SERVICES PROGRAM AREA				
Bureau of Labor and Industries				
General Fund	-	-	$ 6,881	$ 6,881
Other Funds	-	-	$ 2,293	$ 2,293
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA				
Oregon Business Development Department				
General Fund Debt Service	-	-	$ 280,954	$ 280,954
Lottery Funds	-	-	$ 1,374,525	$ 1,374,525
Other Funds	-	-	$ 29,752,779	$ 29,752,779
Other Funds Non-limited	-	-	$ 12,000,000	$ 12,000,000
Housing and Community Services Department				
General Fund	-	-	$ 225,000	$ 225,000
Other Funds	-	-	$ 5,076,190	$ 5,076,190

*Excludes Capital Construction

2013-15 Budget Summary*

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Department of Veterans' Affairs				
General Fund Debt Service	-	-	$ 852,814	$ 852,814
Other Funds	-	-	$ 65,000	$ 65,000
EDUCATION PROGRAM AREA				
Department of Education				
General Fund	-	-	$ (8,826,545)	$ (8,826,545)
Lottery Funds	-	-	$ 12,826,545	$ 12,826,545
Other Funds	-	-	$ 12,000,000	$ 12,000,000
Federal Funds	-	-	$ 1,000,000	$ 1,000,000
Department of Community Colleges and Workforce Development				
Other Funds	-	-	$ (307,051)	$ (307,051)
Other Funds Debt Service	-	-	$ 307,051	$ 307,051
Oregon Health and Science University				
General Fund	-	-	$ 1,000,000	$ 1,000,000
Higher Education Coordinating Commission				
General Fund	-	-	$ 859,630	$ 859,630
Oregon University System				
General Fund	-	-	$ 15,674,000	$ 15,674,000
HUMAN SERVICES PROGRAM AREA				
Oregon Health Authority				
General Fund	-	-	$ (1,940,000)	$ (1,940,000)
Other Funds	-	-	$ (3,160,291,391)	$ (3,160,291,391)
Other Funds Nonlimited	-	-	$ 3,160,291,391	$ 3,160,291,391

*Excludes Capital Construction

2013-15 Budget Summary*	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Department of Human Services				
General Fund	-	-	$ 5,000,000	$ 5,000,000
Other Funds	-	-	$ 1,000,000	$ 1,000,000
Federal Funds	-	-	$ 9,700,000	$ 9,700,000
Long Term Care Ombudsman				
General Fund	-	-	$ 785,488	$ 785,488
JUDICIAL BRANCH				
Judicial Department				
General Fund	-	-	$ 634,980	$ 634,980
Other Funds	-	-	$ 335,001	$ 335,001
Public Defense Services Commission				
General Fund	-	-	$ 2,409,367	$ 2,409,367
LEGISLATIVE BRANCH				
Legislative Administration Committee				
General Fund Debt Service	-	-	$ 1,421,341	$ 1,421,341
Other Funds	-	-	$ 615,000	$ 615,000
NATURAL RESOURCES PROGRAM AREA				
State Department of Agriculture				
General Fund	-	-	$ 34,060	$ 34,060
Lottery Funds	-	-	$ (21,380)	$ (21,380)
Columbia River Gorge Commission				
General Fund	-	-	$ (79,873)	$ (79,873)
Department of Land Conservation and Development				
General Fund	-	-	$ 196,000	$ 196,000

*Excludes Capital Construction

2013-15 Budget Summary*

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Department of Environmental Quality				
Other Funds Debt Service	-	-	$ (17,140,278)	$ (17,140,278)
State Department of Energy				
Other Funds	-	-	$ 9,876,190	$ 9,876,190
State Department of Fish and Wildlife				
General Fund	-	-	$ 115,940	$ 115,940
State Forestry Department				
Other Funds	-	-	$ 120,000	$ 120,000
Federal Funds	-	-	$ 3,000,000	$ 3,000,000
Parks and Recreation Department				
Other Funds	-	-	$ 5,069,882	$ 5,069,882
Department of State Lands				
Other Funds	-	-	$ 307,360	$ 307,360
Federal Funds	-	-	$ 135,000	$ 135,000
Water Resources Department				
Other Funds	-	-	$ 10,242,513	$ 10,242,513
PUBLIC SAFETY PROGRAM AREA				
Department of Corrections				
General Fund	-	-	$ 2,340,830	$ 2,340,830
Oregon Criminal Justice Commission				
General Fund	-	-	$ 10,190,000	$ 10,190,000
Department of Justice				
General Fund	-	-	$ 3,683,276	$ 3,683,276
General Fund Debt Service	-	-	$ 1,601,856	$ 1,601,856
Other Funds	-	-	$ 14,377,862	$ 14,377,862
Federal Funds	-	-	$ 27,447,707	$ 27,447,707

*Excludes Capital Construction

2013-15 Budget Summary*

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Oregon Military Department				
General Fund	-	-	$ 290,000	$ 290,000
General Fund Debt Service	-	-	$ 314,523	$ 314,523
Other Funds	-	-	$ 237,345	$ 237,345
Oregon State Police				
General Fund	-	-	$ 3,387,000	$ 3,387,000
Department of Public Safety Standards and Training				
Other Funds	-	-	$ 1,000,000	$ 1,000,000
Oregon Youth Authority				
General Fund	-	-	$ 126,673	$ 126,673
Other Funds Debt Service	-	-	$ 384,877	$ 384,877
TRANSPORTATION PROGRAM AREA				
Department of Transportation				
General Fund Debt Service	-	-	$ (757,944)	$ (757,944)
Other Funds	-	-	$ 56,885,788	$ 56,885,788
2013-15 Budget Summary				
General Fund Total	-	-	$ (4,568,334)	$ (4,568,334)
Lottery Funds Total	-	-	$ 12,074,606	$ 12,074,606
Other Funds Total	-	-	$ 218,056,658	$ 218,056,658
Federal Funds Total	-	-	$ 39,653,184	$ 39,653,184

*Excludes Capital Construction

2011-13 Supplemental Appropriations

	2011-13 Legislatively Approved Budget	2011-13 Committee Recommendation	Committee Change
Emergency Board			
General Fund	-	$ (50,447,306)	$ (50,447,306)
Oregon University System			
Other Funds	-	$ (2,329,480,585)	$ (2,329,480,585)
Other Funds Non-limited	-	$ (2,236,635,139)	$ (2,236,635,139)
Military Department			
General Fund	-	$ (460,000)	$ (460,000)
General Fund Debt Service	-	$ (26,748)	$ (26,748)
Oregon Youth Authority			
General Fund	-	$ 200,000	$ 200,000

2013-15 Position Summary

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Office of the Governor				
Authorized Positions	-	-	3	3
Full-time Equivalent (FTE) positions	-	-	3.00	3.00
Department of Revenue				
Authorized Positions	-	-	31	31
Full-time Equivalent (FTE) positions	-	-	31.00	31.00
Oregon Business Development Department				
Authorized Positions	-	-	3	3
Full-time Equivalent (FTE) positions	-	-	3.00	3.00
Department of Education				
Authorized Positions	-	-	3	3
Full-time Equivalent (FTE) positions	-	-	3.38	3.38
Higher Education Coordinating Commission				
Authorized Positions	-	-	6	6
Full-time Equivalent (FTE) positions	-	-	3.69	3.69
Long Term Care Ombudsman				
Authorized Positions	-	-	8	8
Full-time Equivalent (FTE) positions	-	-	3.81	3.81
Department of Corrections				
Authorized Positions	-	-	-197	-197
Full-time Equivalent (FTE) positions	-	-	-65.31	-65.31
Criminal Justice Commission				
Authorized Positions	-	-	1	1
Full-time Equivalent (FTE) positions	-	-	0.88	0.88

2013-15 Position Summary

	2011-13 Legislatively Approved Budget	2013-15 Legislatively Adopted Budget	2013-15 Committee Recommendation	Committee Change
Oregon State Police				
Authorized Positions	-	-	15	15
Full-time Equivalent (FTE) positions	-	-	4.38	4.38
Department of Public Safety Standards and Training				
Authorized Positions	-	-	4	4
Full-time Equivalent (FTE) positions	-	-	3.52	3.52
Department of Transportation				
Authorized Positions	-	-	2	2
Full-time Equivalent (FTE) positions	-	-	2.00	2.00

Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the May 2013 economic and revenue forecast by the Department of Administrative Services Office of Economic Analysis, supplemented by transfers from various agency accounts to the General Fund for general governmental purposes as authorized in House Bill 2322, plus other actions to reduce state agency expenditures.

Summary of Capital Construction Subcommittee Action

House Bill 5008 appropriates General Fund to the Emergency Board for general purpose and targeted special purpose appropriations, and makes other adjustments to individual agency budget and position authority as described below.

Emergency Board

The Emergency Board allocates General Fund and provides Lottery Funds, Other Funds, and Federal Funds expenditure limitation to state agencies for unanticipated needs in approved agency budgets when the Legislature is not in session. The Subcommittee appropriated $30 million General Fund to the Emergency Board for general purposes.

House Bill 5008 makes eight special purpose appropriations to the Emergency Board, totaling $111.1 million General Fund:

- $86.5 million General Fund for allocation to state agencies for state employee compensation changes.
- $12.9 million General Fund for allocation to state agencies for compensation changes for home health care workers who are not state employees.
- $1,702,192 General Fund for second year operational costs for the Oregon State Library. The 2013-15 budget for the State Library provides for only one year of budget authority for the agency (see House Bill 5022). The release of this appropriation, by either the Legislature or the Emergency Board, is contingent on a successful reorganization plan being submitted and approved by the Legislature in 2014.
- $4.6 million for the Department of Education for costs over and above the amount included in the Department's budget bill (Senate Bill 5518) relating to assessments and other resources aligned to common core standards including those assessments required under the federal Elementary and Secondary Education Act (ESEA). The Department of Education must report on what assessments it plans to implement and on the most current estimates of the costs for each component of the assessment when making the request for this special purpose appropriation.
- $1,789,557 General Fund for the Department of Education's Youth Development Division. This amount represents program funding for the second year of the biennium for youth development grants, performance-based contracts, and services provided at the local level. Prior to requesting this special purpose appropriation, the Youth Development Council will report back to the Joint Committee on Ways and Means during the 2014 Legislative Session with a plan for investing and distributing these funds. The plan must take into account (1) the furtherance of the policy directives and youth academic and developmental outcomes outlined in House Bill 3231; (2) Oregon's

40/40/20 educational goals; and (3) the Oregon Education Investment Board's Strategic Plan. In developing this plan, the Youth Development Council shall consult with representatives of youth, parents, schools, service providers, labor, business, local governments, tribal governments, and communities.

- $225,000 General Fund one-time funding for the Oregon Hunger Response Fund, for allocation to the Housing and Community Services Department after receipt of the agency's report on alternate, sustainable service delivery models, pursuant to a budget note.
- $3.3 million General Fund for the Oregon Health Authority for adult residential room and board rate increases within the alcohol and drug system, after receipt of the agency's study on both the youth and adult system, during the 2014 legislative session. Based on the findings of that study, some or all of this funding could be allocated at that time.
- $100,000 General Fund for the Oregon Health Authority for staffing needs related to the Dental Pilot Projects. These projects were established in Senate Bill 738 (2011), but no funding was provided. While the funding for the pilots is expected to come from foundations and private funders, the agency needs staff to manage the program.

If these special purpose appropriations are not allocated by the Emergency Board before December 1, 2014, any remaining funds become available to the Emergency Board for general purposes.

Adjustments to Approved 2013-15 Budgets

OMNIBUS ADJUSTMENTS

Omnibus adjustments reflect budget changes in multiple agencies based on reductions in Department of Administrative Services' assessments and charges for services, a reduction to the Attorney General rates, an increase resulting from a new Secretary of State Archives assessment, and debt service adjustments. Also included is a 5% reduction to services and supplies (excluding the fixed costs of State Government Service Charges, Attorney General charges, rent, and fuel and utilities) that is applied to General Fund and certain Lottery Funds only. Total savings are $36.5 million General Fund, $1.7 million Lottery Funds, $5.7 million Other Funds, and $1.6 million Federal Funds.

Omnibus adjustments also include a 2% supplemental ending balance holdback that is applied primarily to General Fund, and excludes debt service as well as selected programs. This reduction may be restored during the 2014 legislative session depending on statewide economic conditions. Agency detail for this adjustment is shown in Attachment A. Total budget reductions include $154.9 million General Fund and $1.4 million Lottery Funds.

Another statewide adjustment, which is included in agency budget bills and not in House Bill 5008, affects most state agencies. Package 091 (Statewide Administrative Savings) is a placeholder for administrative efficiencies and associated budget reductions in finance, information technology, human resources, accounting, payroll, and procurement expenditures. The Subcommittee affirmed that the reductions, at $62.0 million total funds, are permanent and ongoing as they reflect fundamental changes in business processes. The Department of Administrative Services (DAS) will continue to work on details of these reductions with agencies and report to the Joint Committee on Ways and Means during the 2014 session. Agencies should direct concerns regarding permanency or implementation of the reductions to DAS. The Department will include a plan for resolving any issues related to these reductions as part of its 2014 report.

ADMINISTRATION

Oregon Department of Administrative Services

House Bill 5008 includes one-time General Fund appropriations to the Department of Administrative Services (DAS) for the following purposes:

- $500,000 to the East Valley Water District to support completion of an environmental impact study on a proposed water storage project.
- $250,000 to the Historic Public Market Foundation to assist with development of the James Beard Public Market in Portland.
- $400,000 for distribution to 211info, which is a statewide, nonprofit information and referral service for community and social services. The state currently supports about one-third of the organization's operating budget, primarily through contracts with individual state agency programs for specific services. 211info also receives funding from local governments, other nonprofits, grants, and foundations. This direct General Fund appropriation is intended to help 211info maintain statewide program access over the 2013-15 biennium. An additional request to support around-the-clock operations was not funded; right now 211info operates Monday through Friday from 8 am to 6 pm. To gain a better understanding of how state agencies can most effectively use 211info and to provide the legislature information to help evaluate potential future funding requests, the Subcommittee adopted a budget note:

  Budget Note:
  The Department of Administrative Services shall work with other state agencies to identify all information and referral services for state government, with a primary focus on help lines (for example, 1-800 numbers). The Department will submit a report to the Joint Committee on Ways and Means during the 2014 legislative session summarizing the purpose, scope, and cost of each service. For each state agency currently using 2-1-1 the report shall also provide information on the service(s) being provided, including but not limited to, contract provisions, utilization, benefits, costs, and budget. Finally, the report shall include an analysis of potential cost savings or efficiencies that might be achieved by broader use of 2-1-1.

The Subcommittee added $27,100,007 Other Funds expenditure limitation for one-time cost of issuance and special payments associated with the disbursement of proceeds from several Lottery Bond sales; projects are detailed below and approved in the Lottery Bond bill (Senate Bill 5533). There is no debt service in the 2013-15 biennium as the bonds will not be sold until the spring of 2015. Debt service in 2015-17 is calculated at a total of $4,882,645 Lottery Funds: $2,193,283 for the Lane Transit project; $1,835,741 for the Portland Convention Center hotel project; $637,464 for the Confederated Tribes of Umatilla; and $216,157 for the North Central Education Service District project.

- $10,239,248 Other Funds for disbursement to Metro for the purpose of assisting with the development of a hotel near the Portland Convention Center.
- $3,562,986 Other Funds for disbursement to the Confederated Tribes of Umatilla for construction a 1.5 mile road extension from the Port of Umatilla into the Confederated Tribes of Umatilla, which will open additional industrial land for development.
- $1,042,755 Other Funds for disbursement to North Central Education Service District for partial funding of digital switch technology acquisition that would serve the educational and public safety needs of Wheeler, Gilliam, and Sherman Counties.
- $12,255,018 Other Funds for disbursement to the Lane Transit District for the West Eugene EmX extension project.

House Bill 5008 includes Other Funds expenditure limitations for the following purposes:

- $400,000 one-time Other Funds increase to support a DAS contract with the Province of British Columbia on behalf of Multnomah County. The county wants to contract with Partnerships BC, which is a government-owned infrastructure development company, to develop a business case for a new Multnomah County Courthouse. Oregon counties are prohibited from contracting with foreign governments, but the state is allowed. This contract will be issued outside the normal, competitive procurement process because under ORS 190 DAS may enter into intergovernmental agreements with foreign governments and bypass this process. Multnomah County will pay for the planning work through DAS to Partnerships BC.
- $2,955,118 Other Funds increase to the Enterprise Asset Services budget unit to correct a mistake when too much services and supplies expenditure limitation was inadvertently removed from the program in House Bill 5002, the budget bill for the Department of Administrative Services.
- $24,141,833 one-time increase to the Shared Services Fund to accommodate first year payments from the Fund to counties. In 2007 the Legislature established a new program, the Shared Services Fund, to provide state support to local taxing districts affected by participation in the Strategic Investment Program. Local taxing districts are now eligible to receive payments from the state that are calculated to equal 50% of the personal income tax revenue attributable to the earnings of persons employed as result of a SIP property tax exemption. These payments would otherwise have gone to the state General Fund.

The Subcommittee increased Lottery Funds by $21,380 to reflect additional Lottery Funds for County Fairs support. The funding is available due to the termination of the County Fair Commission, for which the Department of Agriculture had received Lottery Funds for minimal administrative support of Commission operations.

The Subcommittee also added the following budget note on how to best meet the information technology needs of small state agencies:

> **Budget Note:**
> The Department of Administrative Services is directed to report back to the February 2014 Legislative Session with a plan to address the specific needs of smaller (<300 FTE) agencies with regard to Information Technology and Telecommunications Management. The Department shall also report on resources that will be necessary to implement such a plan and how those resources would be funded.

Office of the Governor

A $900,000 Lottery Funds limitation and three limited duration Principal Executive/Manager F positions (3.00 FTE) are added to the Office of the Governor. These positions will focus on streamlining the permitting process for significant projects across all levels of government; federal, state, county and city.

The Subcommittee approved budget adjustments for an increase in the statutorily set salary for statewide elected officials as provided for in House Bill 2322. The statewide elected officials include the Governor, Secretary of State, State Treasurer, Attorney General, and the Commissioner of Labor and Industries. Each is to receive a salary increase of $5,000 per year, beginning on January 1, 2014. The impact on the Office of the Governor is an increase of $9,174 General Fund, including other payroll expenses. Statewide elected officials last received a salary

increase in July of 2009. Statutory Judgeships are also to receive a salary increase (see Judicial Branch program area narrative). The compensation for members of the Legislative Assembly remains unchanged.

The following budget note was approved:

> **Budget Note:**
> The Joint Committee on Ways and Means approved a budget with House Bill 5028, the budget bill for the Oregon Business Development Department, that concerned the Regional Solutions program. That budget note is repealed, and the following, also concerning the Regional Solutions program, is adopted.
>
> The Transportation and Economic Development Subcommittee approved a $1 Other Funds expenditure limitation for the Oregon Business Development Department for Regional Solutions. Prior to legislative approval of any increase in the expenditure limitation for this program, the Office of the Governor shall report to the Interim Joint Committee on Ways and Means with a request to introduce a bill, for consideration during the 2014 Session of the Legislative Assembly, to establish the Regional Solutions program. In addition to any other provisions in this report that the Governor may include, the report shall include requested provisions to: provide for the establishment of Regional Solutions Centers; identify the membership, governance and duties of the Centers; establish criteria on the use of funds allocated to the program; define the process for the development and approval of funding proposals; establish authority for the Oregon Business Development Department to distribute moneys to projects funded under the program and to provide effective oversight of the uses of the moneys so distributed; and delineate the activities and responsibilities of the Oregon Business Development Department for administering the program. The Office of the Governor shall submit this report to the Interim Joint Committee on Ways and Means no later than during the Legislative Days in November 2013.

Department of Revenue

The Subcommittee approved funding for the implementation of the replacement of the agency's core information technology applications (Core System Replacement project). The estimated one-time cost of implementation totals $70.9 million and is scheduled to be fully completed by the 2017-19 biennia. Overall, the project will be funded with $12.5 million of General Fund and $58.4 million of Article Q-bonds. General Fund will provide for Debt Service repayment. Ongoing costs are roughly estimated at 2-3 times the initial one-time costs.

For the 2013-15 biennium, the Subcommittee approved $26.5 million of Other Funds expenditure limitation for development costs, which will be financed with Article XI-Q bonds approved in House Bill 5506. Personal Services are increased by $6.0 million Other Funds (31 positions/31.00 FTE), $18.8 million Other Funds for Services and Supplies, and $1.7 million for Capital Outlay. Major costs include: $11.3 million for vendor contract payments; $1 million for vendor contracted maintenance; $1.5 million for an independent quality assurance/control vendor; and $3 million in vendor contract contingency costs.

Unless otherwise approved by the Legislature or the Emergency Board, the positions budgeted for the Core System Replacement project are established as permanent full-time positions under the following conditions: (a) the positions will be abolished on or before the completion of the project; (b) the positions are to remain in the Core System Replacement program (i.e., CSR summary cross reference) and may not be transferred to any other program or used for any other purpose other than the development to the Core System Replacement project; and (c) the positions may not to be included in any permanent finance plan action.

The Subcommittee appropriated $3.6 million General Fund for the agency's payments to the Department of Administrative Services for State Data Center charges and for vendor contract maintenance costs to support the ongoing maintenance of the vendor product after installation.

The Subcommittee appropriated $1.6 million in General Fund Debt Service to support repayment of Article XI-Q General Obligation bond proceeds approved in SB 5506. General Fund Debt Service for the 2015-17 biennium will total $10.1 million. Other Funds expenditure limitation of $521,182 is included for the cost of issuance of the bonds.

The Department of Administrative Services is requested to unschedule $13 million of Other Funds expenditure limitation related to the May 2014 Article XI-Q bond sale pending a Department of Revenue report to the Legislature in 2014 on the status of the project.

The Subcommittee adopted the following budget note:

> **Budget Note:**
> The Department of Revenue (DOR) is directed to work with the Department of Administrative Services (DAS) in the development and implementation of the Core Systems Replacement Project. DAS is to provide DOR with the oversight of the project, including support for project management, information technology systems development lifecycle, procurement, quality assurance, and other needs to successfully complete this project.
>
> DOR is to submit updated key foundational project management documentation, each accompanied by an independent quality control review, to Legislative Fiscal Office (LFO) on or before February 1, 2014, as available for review.
>
> DOR and DAS are directed to report to LFO every six months through the biennium on the status of the project using DOR's standard project management reports as well as provide copies of all Quality Assurance and Quality Control and Independent Verification and Validation reports upon their receipt by the agency.

The Subcommittee disappropriated $440,937 General Fund and reduced Other Funds expenditure limitation by $146,979 from the Administration program due to the passage of Senate Bill 184, which allows for agencies to send notification by first class mail, or in some cases by an alternative method such as e-mail, in lieu of certified mail. The reduction is the difference in cost between certified mail and first class postage that is estimated to be realized by the agency.

Secretary of State

The Subcommittee approved budget adjustments for an increase in the statutorily set salary for statewide elected officials as provided for in House Bill 2322. The statewide elected officials include the Governor, Secretary of State, State Treasurer, Attorney General, and the Commissioner of Labor and Industries. Each is to receive a salary increase of $5,000 per year, beginning on January 1, 2014. The impact on the Secretary of State is an increase of $9,174 General Fund, including other payroll expenses. Statewide elected officials last received a salary increase in July of 2009. Statutory Judgeships are also to receive a salary increase (see Judicial Branch program area narrative). The compensation for members of the Legislative Assembly remains unchanged.

Treasurer of State

The Subcommittee approved budget adjustments for an increase in the statutorily set salary for statewide elected officials as provided for in House Bill 2322. The statewide elected officials include the Governor, Secretary of State, State Treasurer, Attorney General, and the Commissioner of Labor and Industries. Each is to receive a salary increase of $5,000 per year, beginning on January 1, 2014. The impact on the Treasurer is an increase of $9,174 Other Funds expenditure limitation, including other payroll expenses. Statewide elected officials last received a salary increase in July of 2009. Statutory Judgeships are also to receive a salary increase (see Judicial Branch program area narrative). The compensation for members of the Legislative Assembly remains unchanged.

CONSUMER AND BUSINESS SERVICES

Bureau of Labor and Industries

The Subcommittee approved budget adjustments for an increase in the statutorily set salary for statewide elected officials as provided for in House Bill 2322. The statewide elected officials include the Governor, Secretary of State, State Treasurer, Attorney General, and the Commissioner of Labor and Industries. Each is to receive a salary increase of $5,000 per year, beginning on January 1, 2014. The impact on the Bureau of Labor and Industries is an increase of $6,881 General Fund and $2,293 Other Funds expenditure limitation, including other payroll expenses. Statewide elected officials last received a salary increase in July of 2009. Statutory Judgeships are also to receive a salary increase (see Judicial Branch program area narrative). The compensation for members of the Legislative Assembly remains unchanged.

ECONOMIC AND COMMUNITY DEVELOPMENT

Oregon Business Development Department

The Subcommittee increased the General Fund appropriation by $280,954, to fully-fund 2013-15 biennium debt service costs for Article XI-Q general obligation bonds issued to finance Innovation Infrastructure projects. Debt service costs are higher than originally projected, because the bonds are not eligible to be issued on a tax-exempt basis. This increase will provide a total of $694,286 General Fund to pay 2013-15 biennium debt service costs on the $5,000,000 project. Debt service costs will increase to $1.4 million in the 2015-17 biennium.

The Subcommittee established two new Lottery Funds expenditure limitations, and approved the establishment of three full-time, limited-duration positions (3.00 FTE). The first Lottery Funds expenditure limitation of $1,124,525 supports three limited-duration positions housed in the Shared Services/Central Pool program area, and associated services and supplies costs. These include two positions in regional governance solutions and one position for West Coast Strategies. The second newly-established Lottery Funds expenditure limitation provides $250,000 for Business, Innovation and Trade for an ongoing Economic Gardening services pilot project. Both of these Lottery Funds expenditure limitations are approved on a one-biennium basis, and will be phased out in the development of the Department's 2015-17 biennium current service level budget.

The bill includes several budget adjustments to allow expenditures of bond proceeds authorized for the Department by Senate Bill 5506 and Senate Bill 5533, and payment of the costs of issuing those bonds. The Other Funds expenditure limitation for the cost of issuing Article XI-Q bonds for the agency is reduced by $115,000, and the Other Funds expenditure limitation for the cost of issuing lottery revenue bonds for the re-

capitalization of the Special Public Works Fund is reduced by $132,221 from the levels approved in House Bill 5028, the Department's budget bill. These adjustments will provide expenditure limitation of $120,000 for the cost of issuing the Article XI-Q bonds, and $258,580 for the cost of issuing the lottery revenue bonds. These costs will be funded from bond proceeds.

The Subcommittee increased the Other Funds expenditure limitation for the seismic rehabilitation grant program by $30,000,000 to permit expenditure of bond proceeds approved for that program. Finally, the Subcommittee increased the agency's Nonlimited Other Funds expenditures in the Infrastructure Finance Authority by $12,000,000 for expenditure of lottery revenue bond proceeds transferred to the Special Public Works Fund. Loan award expenditures from the Special Public Works Fund are not limited in the Department's budget.

Housing and Community Services Department

The Subcommittee approved Other Funds expenditure limitation to enable the Department to expend $5 million in bond proceeds and $76,190 for cost of issuance for preservation of existing affordable housing. The funds will help provide financing for the acquisition of affordable housing properties with expiring subsidies from owners who do not wish to renew their federal contracts; the properties will be acquired by new owners who commit to keeping them affordable to low-income Oregonians, rather than having the units convert to market-rate housing. The proceeds are anticipated to provide gap financing to preserve an estimated 200 units of affordable housing. The bonds are included in Senate Bill 5533.

The bill includes $225,000 General Fund for one-time funding for the Oregon Hunger Response Fund for the first year of the biennium. An additional $225,000 General Fund is included as a special purpose appropriation to the Emergency Board.

Department of Veterans' Affairs

Expenditure limitation is provided to the Oregon Department of Veterans' Affairs for cost of issuance in the amount of $65,000 Other Funds, and a General Fund appropriation for debt service in the amount of $502,814, related to the issuance of $4 million in Article XI-Q bonds for completion of construction of a second Veterans' Home skilled nursing facility in Linn County. Other and Federal Funds Capital Construction expenditure limitation to spend the Article XI-Q bonds and federal matching funds from the U.S. Department of Veterans' Affairs is included in Senate Bill 5507.

A one-time General Fund appropriation of $350,000 is made to the Oregon Department of Veterans' Affairs for veterans' suicide prevention and crisis intervention telephone counseling services, allocated pursuant to the following budget note:

> **Budget Note:**
> The Oregon Department of Veterans' Affairs shall establish a veterans' crisis suicide line that offers free, anonymous assistance, 24 hours a day, to active-duty service members, veterans and their families. The Department shall establish an RFP process for the line to contract with a provider that has a contractual affiliation with the National Suicide Prevention Line and the National Veteran's Crisis Line, and has capacity to answer at least 30,000 veteran or suicide calls per year. The Department shall establish the line within 90 days of passage.

EDUCATION

Department of Education

The State School Fund is adjusted in this bill to reflect a rebalance of statewide resources, decreasing General Fund and increasing Lottery Funds expenditure limitation by $12,826,545.

The Other Funds expenditure limitation of the Department of Education for the Grant-in-Aid budget unit is increased by $11,341,084 and the Other Funds expenditure limitation for the Operations unit of the Department of Education is increased by $658,916 for increased resources for the Network of Quality Teaching and Learning. The funding is contingent on the increased distribution of up to $12 million from the Common School Fund over and above the standard distribution according to the policy adopted by the State Land Board on April 14, 2009. The increased resources for the Network will be used for grants, contracts and other assistance distributed to school districts, education service districts, and other entities as well as for agency staffing and associated costs for the following components of the Network: (1) $2.6 million for Educator Effectiveness, (2) $1.2 million for Student Centered Learning, (3) $500,000 for Educator Preparation, (4) $1.0 million for Closing the Achievement Gap, (5) $2.2 million for Aligning Professional Development Plans to School Improvement Objectives and Educators' Needs, and (6) $4.5 million for Supporting Implementation of Common Core Standards. Three new limited duration positions are established (two Education Program Specialist 2 and a Program Analyst 4) and the FTE is increased on two other Program Analyst 4 positions for a total FTE increase of 3.38 FTE. This $12 million increase is a one-time increase for only the 2013-15 biennium.

The Subcommittee approved an increase of $2.0 million General Fund in the amount appropriated for the strategic initiatives in the grant-in-aid budget unit. These additional funds are for an increase in resources for the Seamless Transitions policy package (package 305) for collaboration or consortiums of post-secondary institutions and school districts to increase the award of college or community college credits for high school students. The combined funding of this $2.0 million and the $2.0 million appropriated for this purpose in Senate Bill 5518, is to be used to support the Eastern Promise consortium and the expansion of consortiums into other regions of the state.

The bill includes $1.5 million General Fund for Student Achievement Improvement Grants established in House Bill 2322. The Department of Education is to award at least two grants per congressional district to schools considered high poverty under Title I of the federal Elementary and Secondary Act, serving students in grades Kindergarten to 8th grade that are in the bottom five percent of all schools based on the rating system used by the Department for academic performance. The funds are to be used to hire at least one licensed teacher at the school. The grant program is only authorized for the 2013-15 biennium.

The following budget notes were approved:

> **Budget Note:**
> The Oregon Department of Education is instructed to report to the Interim Joint Committee on Ways and Means before January 1, 2014 on progress on implementing its 2013-15 strategic plan. This first report is to be a baseline for future reports to the Legislature for measuring the success of transforming the agency to focus more on assisting and collaborating with educational partners, closing the achievement gaps, and being more "results-focused." The report should include the following:

1. A breakdown of the agency's education programs and services with a description of each program and service, including overall purpose, description of federal or state laws or rule that govern the program, target group served, overall funding by fund type, amount of program funding, amount of staff resources dedicated to the program based on FTE, amount spent on administrative costs at the state level, and description of measurements use to gauge the performance of the program or service.
2. Actions taken by the agency in the past six months to become more collaborative with partners and to improve customer service.
3. Actions taken by the agency in the past six months to increase the share of funding the agency receives that is passed through to educational partners.
4. Comparison of the staffing levels and operations of the Oregon Department of Education with education agencies in other states with similar missions and responsibilities.
5. Description of changes in the overall measures and metrics established by the agency as part of it strategic plan development.

The Department will consult with the Legislative Fiscal Office in determining the level of detail included in item #1 above and how specific the program level that should be in the report to the Legislature. In addition to the report due by January 1, 2014, the Department is instructed to provide updated information on the items above during the budget presentation to the Joint Committee on Ways and Means during the 2015 Legislative Session.

Budget Note:
The Department of Education shall not purchase or acquire the interim item bank and related assessments from Smarter Balance Assessment Consortium. The Department shall provide each district with available funds to administer a locally selected and established interim growth assessment system for students in grades Kindergarten through ninth that is capable of informing instruction and measuring student academic performance against a stable scale irrespective of grade level.

The Subcommittee approved an increase of $500,000 General Fund for the Farm to School program described in ORS 336.431. This program enables schools to offer fresh, locally sourced products and to promote mutually beneficial educational activities and focus on children's long-term health habits. In addition, Federal Funds expenditure limitation for early learning programs was increased by $1.0 million to reflect a larger carry-forward of child care related funds from 2011-13.

Department of Community Colleges and Workforce Development
A specific Other Funds expenditure limitation for debt service for Article XI-G bonds is established in the amount of $307,051 for the Department of Community Colleges and Workforce Development. A corresponding reduction in another Other Funds expenditure limitation for the Department is made for a net change of zero across the entire agency.

Oregon Health and Science University
House Bill 5008 includes a General Fund appropriation of $1,000,000 through the Department of Administrative Services, for the Primary Health Care Loan Forgiveness Program in the Office of Rural Health at the Oregon Health and Science University. This program provides loans to eligible primary care practitioners enrolled in an approved rural-specific Oregon training Program, and was established in 2011. This provides additional funding for the 2013-15 biennium.

Higher Education Coordinating Commission

The Subcommittee approved an increase of $859,630 General Fund for the budget for the Higher Education Coordinating Commission (HECC) to reflect the added responsibilities of House Bill 3120 and Senate Bill 270. Both of these bills are related to post-secondary education governance. This funding is in addition to the amount already included in House Bill 5033, the budget bill for the HECC. This funding will be used to fund six permanent positions (3.69 FTE) – a manger, two Operations/Policy Analyst 4 positions, two Education Program Specialist 2 positions, and one Procurement and Contract Specialist 3 position. The manager position is budgeted to start in October of 2013 with the remaining positions to start in April 2014. The following budget note was approved:

> **Budget Note:**
> Prior to final adoption of any significant change to the distribution of the Community College Support Fund, the Higher Education Coordinating Commission is directed to consult with the appropriate legislative committees including the interim policy committees with jurisdiction on post-secondary education issues and the interim Joint Committee on Ways and Means or Emergency Board on the proposed distribution change.

Oregon University System

The Subcommittee increased the General Fund appropriation for public university support by $15,000,000 with direction that the money be used to reduce resident undergraduate tuition increases at the state's seven public universities. The Subcommittee adopted the following budget note to limit tuition increases on resident undergraduate students:

> **Budget Note:**
> In adopting the budget for the Oregon University System, the Legislature intends that increases in the base rates for tuition paid by resident undergraduate students on all seven campuses and one branch campus (EOU, OIT, OSU, OSU-Cascades, PSU, SOU, UO and WOU) may not exceed an average of 3.5% at any individual campus in any given year of the 2013-15 biennium. For students choosing the Tuition Promise program at WOU, rates of increase over the prior cohort may not exceed 5.7% in any given year. These limits on tuition shall apply to all seven campuses and one branch campus for the next two academic years (2013-14 and 2014-15) regardless of the outcome of any governance changes that may be implemented during the biennium.

House Bill 5008 includes General Fund appropriations to the Oregon University System (OUS) State Programs budget unit for the following purposes:

- $1,200,000 to expand fermentation science programs at Oregon State University.
- $250,000 one-time appropriation to Oregon State University for technical assistance to help shellfish hatchery larval production affected by ocean acidification and assist with the maintenance of OSU's Mollusca Brood Stock Program with the intent to produce larval strains more resilient to the adverse effects of ocean acidification.
- $80,000 to increase the base funding for the Labor Education and Research Center at the University of Oregon.

The Subcommittee adopted the following budget note related to public university support of State Programs with non-state funding:

> **Budget Note:**
> It is the expectation of the Legislature that university support for State Programs housed within the Oregon University System be maintained or increased in the same manner as other university programs during the 2013-15 biennium.

The Subcommittee also approved a decrease of $856,000 General Fund from the budget for the Oregon University System to reflect the shifting of various responsibilities in House Bill 3120 and Senate Bill 270 from the Chancellor's Office (CO) to the Higher Education Coordinating Commission (HECC). Both of these bills are related to post-secondary education governance. This reduction related to transfer of duties from CO to HECC rolls-up to a $1,200,000 General Fund reduction in the 2015-17 biennium.

HUMAN SERVICES

Oregon Health Authority

The Subcommittee added $1,360,000 General Fund to the Oregon Health Authority for the following purposes:

- $200,000 General Fund for providing fresh Oregon-grown fruits, vegetables and cut herbs from farmers' markets and roadside stands to eligible low-income seniors under the Senior Farm Direct Nutrition Program. Another $100,000 General Fund was added for the same purpose for eligible individuals through the Women, Infants and Children Program.
- $260,000 General Fund to increase reimbursements for ambulance transport services.
- $200,000 General Fund for the Oregon State Hospital to contract for legal services from the Marion County District Attorney, to address the issue of chronically violent patients at the hospital.
- $700,000 General Fund for breast and cervical cancer screening services. Of this total, about $400,000 is needed to backfill funding shortfalls in the first year of the biennium related to reductions in funding from the Komen Foundation, as well as reductions resulting from federal sequestration.

The transfer of $100,000 General Fund from the CCare program to the Oregon Vasectomy Project was approved. This will supplement the project's $10,000 Title X federal funds.

The Subcommittee approved additional rate increases for the Alcohol and Drug system in Addictions and Mental Health (AMH). A total of $800,000 General Fund will be used to provide a 2.4% rate increase effective July 1, 2013, and another $1.4 million General Fund will be used to increase the room and board rate for youth residential beds from $60 per day to $90 per day effective July 1, 2013. (The agency's regular budget bill, House Bill 5030, already increases those rates from $30 per day to $60 per day.) The funding for these changes comes from two sources: $1.7 million from the "reinvested" dollars in the AMH budget, resulting from dollars freed up as more clients will have insurance beginning January 2014, and $500,000 General Fund from the Intensive Treatment and Recovery Services (ITRS) program. With the Affordable Care Act expansion, many of the ITRS clients will have insurance, and less General Fund will be needed to maintain the program level.

ITRS is reduced an additional $3.3 million General Fund, and this funding is placed in a special purpose appropriation in the Emergency Board, to be available for rate increases in the adult residential system for alcohol and drug treatment for the second year of the biennium. As documented in the budget report for House Bill 5030, the agency will do a study of both the youth and adult systems and report to the 2014 Legislature. Based on the findings of that study, some or all of this special purpose appropriation could be allocated at that time. The Legislature could also decide to reduce the youth rate based on the results of that study.

House Bill 5030, the budget bill for the Oregon Health Authority, eliminated all Other Funds Nonlimited authority for the Public Employees' Benefit Board and the Oregon Educators Benefit Board, and instead moved all expenditure limitation to Other Funds Limited. This bill reverses that, resulting in a decrease in Other Funds Limited of $3.2 billion and an increase in Other Funds Nonlimited of the same amount.

The following budget notes related to the Oregon State Hospital and the Blue Mountain Recovery Center were approved:

Budget Note:
The Oregon Health Authority shall report to the interim Joint Committee on Ways and Means or the Emergency Board by December 2013 on recommendations for decreasing the use of overtime and improving patient and staff safety at the Oregon State Hospital.

In order to make recommendations, the Oregon State Hospital will form a work group that will include representation from some of the major classifications of employees, particularly those providing direct care of patients, such as psychologists, psychiatrists, registered nurses, mental health therapists, mental health therapy technicians, mental health security technicians, and managers.

The report should include the following:

- Data on overtime hours worked and costs over the last 12 to 18 months, as well as the reasons for the use of this overtime. Details on mandated overtime should be reported.
- Data on the numbers and types of assaults on patients and staff over the last 12 to 18 months, as well as the costs, both direct and indirect, associated with those assaults. The report should also contain information on the concentration of those assaults involving a small number of individuals.
- Recommendations for reducing overtime and reducing assaults, and the status of implementing those recommendations. The report should include, but not be limited to, recommendations related to the float (relief) pool, such as the appropriate mix of permanent full-time, permanent part-time, limited duration, and temporary positions. The report should also consider recommendations for working with the Marion County District Attorney to address issues related to chronically violent patients.

Budget Note:
The Oregon Health Authority shall report to the appropriate legislative committee in September and December on the planning for the transfer of patients from the Blue Mountain Recovery Center (BMRC) pending its closure on January 1, 2014. Additionally, the Oregon Health Authority shall convene a workgroup comprised of the appropriate representatives of the various stakeholder groups, to identify future options for BMRC staff and facilities. The workgroup will have the following charge:

(1) To identify needed services for Eastern Oregon's most vulnerable people, including those with:
(a) acute and chronic mental illness who require special services to enable them to successfully function in society;

(b) substance abuse and subsequent involvement with the criminal justice system; and
(c) mental illness and additional complications arising from age-related conditions.

(2) To advise the legislature and the Oregon Health Authority on strategies to best retain the existing specialized mental health workforce in the region; and

(3) To advise the legislature and the Oregon Health Authority on the best utilization of the current facilities and identify additional capital improvements to provide the above-identified services.

Department of Human Services

The Subcommittee added $5 million General Fund and $9.7 million Federal Funds expenditure limitation ($14.7 total funds) to the Aging and People with Disabilities budget for the following purposes:

- $1,300,000 General Fund and $2,900,000 Federal Funds limitation to advance the implementation date for home and community based care rate increases from October 1, 2013 to July 1, 2013. Rates have been flat since July 2008 and were increased as part of the Department's budget as approved in Senate Bill 5529.
- $2,500,000 General Fund and $5,600,000 Federal Funds limitation to partially restore the instrumental activities of daily living (IADL) reduction that occurred in January 2012. Using available funding, the Department will develop and implement a plan to restore hours to the maximum extent possible. The plan may include a phased-in restoration as the Department conducts eligibility re-assessments for consumers served in long term care programs.
- $700,000 General Fund to augment $1.6 million General Fund already approved to support projects (innovations and pilots) to develop new approaches to long term care services. The additional amount includes $350,000 General Fund for a grant to the Neighborhood Housing and Care Program, which is implementing a model for serving people living with HIV/AIDS in their homes. The average age and acuity of these individuals is growing along with the baby boomer population.
- $500,000 General Fund and $1,200,000 Federal Funds limitation to help cover Homecare Worker compensation costs associated with nurse delegation duties.

The 2013-15 budget approved for the Department of Human Services (DHS) in Senate Bill 5529 continued some reductions in developmental disability program budgets for community programs and brokerages. These reductions left equity (parity) relative to state office costs at levels ranging from 85% to 95%, depending on the budget component (e.g., case management and brokerage options). After completion of the DHS budget in Senate Bill 5529, DHS discovered that, within the budgeted funding level for these programs and with some updated assumptions in the budget model, equity for both programs could be brought up to 94% across all components. The Subcommittee approved the Department's plan to realign the budgets for the programs and implement the revised parity level. DHS is currently developing workload-based models for both programs and plans to build those models into the agency's 2015-17 budget proposal.

The Subcommittee added $1,000,000 Other Funds expenditure limitation for the Employment Related Day Care (ERDC) program to help cover child care provider rate increases while providing subsidies to as many employed parents as possible. This funding is currently available due to lower than expected 2011-13 utilization of federal Child Care Development Fund dollars by the Child Care Division; General Fund may be needed in future biennia to cover these expenditures.

Long Term Care Ombudsman

The Subcommittee added $585,488 General Fund and seven permanent positions (2.81 FTE) to support work under Senate Bill 626, which expands duties of the Long Term Care Ombudsman to advocate for residents of care facilities who have mental illness or developmental disabilities. There are about 7,600 persons living in 1,816 licensed adult foster homes and group homes in Oregon serving persons with developmental disabilities and mental illness.

To provide the subject matter expertise needed to develop and refine the expanded program, the agency would add one permanent full-time Program Analyst 4 position. Five full-time deputy ombudsman positions (Program Analyst 2 classification) would ultimately be needed to work with approximately 125 new volunteers. Consistent with an expected gradual ramp-up for the new program, four of these positions would be phased in over the last 12 months of the 2013-15 biennium, with the fifth position phased-in at the start of the 2015-17 biennium. A half-time volunteer recruiter position (Program Analyst 1) would also be required to develop and maintain volunteer ranks and an Administrative Specialist would help support the new program, staff, volunteers, and an expanded advisory committee.

In addition, to help the agency better serve its existing clients, the Subcommittee increased the agency's budget by $200,000 General Fund, which covers salary and other costs associated with adding one full-time deputy ombudsman position (1.00 FTE). This position will supervise 25 to 30 additional volunteers, increasing facility coverage (visits) with an emphasis on adult foster homes.

JUDICIAL BRANCH

Judicial Department

The Subcommittee increased the General Fund appropriation for judicial compensation by $634,980, to finance a second salary increase for judges during the 2013-15 biennium. Judicial salaries are established by statute. House Bill 2322 increases the salaries of judges by $5,000 per year beginning January 1, 2014, and by an additional $5,000 per year beginning January 1, 2015. The 2013-15 biennium cost of the House Bill 2322 salary increases totals $2,539,916. House Bill 5016, the budget bill for the Judicial Department, includes $1,934,859 General Fund to fund the first $5,000 salary increase. The General Fund increase included in this bill provides the additional funds needed the pay the second $5,000 salary increase for the six months that it will be in effect in the 2013-15 biennium.

An Other Funds expenditure limitation increase of $335,000 was approved for operations, for costs of issuing Article XI-Q bonds to finance a $4.4 million capital construction project to renovate the exterior of the Supreme Court Building, and to finance a $15 million grant to support development of a new courthouse for the Multnomah County Circuit Court in Portland. The cost of issuing the bonds will be financed from the proceeds of the bonds.

The Subcommittee also established a $1 Other Funds expenditure limitation for the Oregon Courthouse Capital Construction and Improvement Fund. This newly-established Fund will hold Article XI-Q bond proceeds and county matching funds, and will be used to fund the purchase, remodeling or construction of courthouses owned or operated by the State. Senate Bill 5506 authorizes $15 million of Article XI-Q bond proceeds that would be deposited into this Fund. The Legislative Assembly or the Emergency Board must increase the $1 expenditure limitation, before bond proceeds and county matching funds could be distributed to the county for a construction project.

The Subcommittee reduced the Other Funds expenditure limitation on expenditures of Article XI-Q bond proceeds for Oregon eCourt by $190,767, to correct an error in House Bill 5016, the Judicial Department's budget bill.

Public Defense Services Commission

The Subcommittee increased the General Fund appropriation for Professional Services by $2,409,367. This increase includes three components:

- General Fund is increased $2,400,000 to reduce trial-level juvenile dependency caseloads and improve the quality of legal services in juvenile dependency and termination of parental rights cases. The approved funding level will support an approximate 4.5% average reduction in the caseloads of attorneys providing these services, however, the agency may choose to distribute available funds on a pilot project basis. The agency will make caseload reductions conditional upon agreement to implement established best practices, and will evaluate the impacts of the caseload reductions.
- General Fund is increased $864,567 to increase compensation paid to public defender contractors, hourly-paid attorneys, and hourly-paid investigators. The funds provided by this action will be added to the $2,135,433 General Fund appropriated to the Commission for this same purpose in House Bill 5041, to provide a total of $3,000,000 for compensation increases. From the $3,000,000 available, the agency is to allocate $2,329,729 to reduce the average salary differential between public defender salaries and district attorney salaries, allocate $218,141 to increase the compensation rates for hourly-paid attorneys, and allocate $452,130 to increase the compensation rates for hourly-paid investigators.
- General Fund is reduced $855,200 as a result of passage of Senate Bill 40, which reduces crimes for the unlawful manufacture and possession of marijuana and marijuana products. The fiscal impact of these actions will reduce costs to the Commission by this amount.

LEGISLATIVE BRANCH

Legislative Administration Committee

The Legislative Administration Committee has increased expenditures related to the Capitol Master Plan project. The bill establishes an Other Funds limitation of $615,000 for the cost of issuance of Article XI-Q bonds for the project. It also includes a General Fund appropriation of $1,421,341 for the debt service on the bonds issued for the 2013-15 biennium. Expenditure limitation for the project costs are provided in SB 5507 (the capital construction bill).

Legislative Fiscal Officer

House Bill 5008 establishes an Other Funds account called the Legislative Fiscal Office Operating Fund.

NATURAL RESOURCES

State Department of Agriculture

The bill adds $34,060 General Fund to increase special payments to USDA-APHIS-Wildlife Services for predator control activities. $65,940 General Fund was also added to the Department of Fish and Wildlife for the same purpose. With these increases, state-support in both

departments for predator control activities will be equalized at $415,889 for the 2013-15 biennium. The Subcommittee added the following budget note related to this increase:

> **Budget Note:**
> The Department of Fish and Wildlife and the Department of Agriculture shall, using information provided by USDA-APHIS-Wildlife Services, report to the appropriate subcommittee of the Joint Committee on Ways and Means during the 2015 Regular Session on wildlife conflicts responded to by Wildlife Services agents by species, resource type, and methods used to address the conflict, summarized by county.

The Subcommittee reduced Lottery Funds by $21,380 to reflect the ending of the County Fair Commission, for which the Department had received funding for minimal administrative support. The moneys will now instead be added to the Lottery Funds support for County Fair payments by the Department of Administrative Services.

Columbia River Gorge Commission

The budget for the Columbia River Gorge Commission was reduced by $79,873 General Fund to match the lower appropriation made by the State of Washington for Columbia River Gorge Commission activities.

State Department of Energy

House Bill 5008 increases the Department's Other Funds expenditure limitation by $9,876,190 for home energy efficiency programs that will further the Ten Year Energy Plan goal of meeting new electric energy load growth through energy efficiency and conservation. This expenditure limitation includes $76,190 for cost of issuance associated with $5 million in Lottery Bond proceeds, as well as $4.8 million in unexpended public purpose charge single family weatherization funding transferred from the Housing and Community Services Department in House Bill 2322.

The bill clarifies the use of Lottery Funds by the Department of Energy, to be consistent with the agency's adopted budget.

Department of Environmental Quality

House Bill 5008 removes $17,140,248 Other Funds expenditure limitation for debt service payments mistakenly added in Senate Bill 5520. This subsection of Senate Bill 5520, the budget bill for the Department of Environmental Quality, is not necessary because the agency was also provided nonlimited Other Funds authority to pay debt service costs during the 2013-15 biennium in the same bill. This adjustment will prevent authorized Other Fund debt service payments from being erroneously doubled counted in 2013-15.

Department of Land Conservation and Development

The Subcommittee approved $116,000 General Fund to supplement grant funding for the Southern Oregon Regional Land Use Pilot Program. The bill also includes $80,000 General Fund for a grant to the Columbia River Gorge Commission for continuation of work on urban planning issues inside the Oregon portion of the National Scenic Area in the Columbia River Gorge. In addition, a reduction of $35,000 General Fund in the Planning Program was approved because rulemaking will not be required to implement provisions of House Bill 2202 to mining on land zoned for exclusive farm use.

State Department of Fish and Wildlife

The Subcommittee added a one-time $50,000 General Fund appropriation as state match for a study on the effects of cormorant predation on listed salmonids. The state support will be matched with $150,000 Federal Funds to hire seasonal positions to conduct population surveys, conduct diet studies to help verify the extent of salmonid predations, and assist in on-going hazing efforts.

The bill also adds $65,940 General Fund to increase special payments to USDA-APHIS-Wildlife Services for predator control activities. $34,060 General Fund was also added to the Department of Agriculture for the same purpose. With these increases, state-support in both departments for predator control activities will be equalized at $415,889 General Fund for the 2013-15 biennium. The Subcommittee added the following budget note for both agencies:

> **Budget Note:**
> The Department of Fish and Wildlife and the Department of Agriculture shall, using information provided by USDA-APHIS-Wildlife Services, report to the appropriate subcommittee of the Joint Committee on Ways and Means during the 2015 Regular Session on wildlife conflicts responded to by Wildlife Services agents by species, resource type, and methods used to address the conflict, summarized by county.

State Forestry Department

The Department has received a pre-award notice from the U.S. Department of Agriculture regarding the availability of $3 million of federal legacy dollars to be applied to the Gilchrist Forest acquisition. Limitation in that amount is added for the 2013-15 biennium. The total amount includes $600,000 for recently-available infill acreage.

To cover the expense of bond issuance for the Gilchrist Forest purchase and the East Lane construction, the Subcommittee increased Other Funds expenditure limitation by $120,000.

The Department is directed to use up to $200,000 of the Forest Revenue CSF account to supplement Policy Package 486, SB 5521 (2013), for the same purposes as Package 486. Package 486 provided $250,000 Other Funds expenditure limitation to meet statutory requirements for forest research and monitoring on the Elliott State Forest.

The following budget note was approved for the State Forestry Department:

> **Budget Note:**
> Senate Bill 5521 (2013) provided $2,885,000 Lottery Funds limitation to the Department of Forestry for the Governor's dry-side forest health collaboration effort for a new business model to improve federal forest project management and technical and scientific support. In administering the funding, the department is authorized to also consider a small grant program and a limited duration liaison position, from the $2,885,000, at the department's discretion. The small grants are to be administered by the Oregon Watershed Enhancement Board using the Board's existing expenditure limitation. The position, if created, is to be the state's point of contact for the US Forest Service, congressional delegation, local forest collaborative groups, and the state Legislative Assembly.

The Department is directed to report to the Legislature in February 2014 on specific plans, expected outcomes, progress, and the amount of federal funding and support provided to the collaboration.

Parks and Recreation Department

Other Funds expenditure limitation is increased by $5,000,000 for lottery bond proceeds designated to be passed through to a local recipient for the Willamette Falls project. In addition, the limitation is increased by $69,882 for cost of issuance expenses. There is no debt service in the 2013-15 biennium as the bonds will not be sold until the spring of 2015. Debt service in 2015-17 is $0.9 million Lottery Funds.

Department of State Lands

House Bill 5008 increases the Department's Other Funds expenditure limitation by $307,360. This is for unspent limitation associated with the conversion of 960 open rangeland acres currently leased for livestock grazing. The acreage will be converted to about 620 acres of irrigated agriculture land. The expenditure limitation was authorized by the Emergency Board in May, 2012. Due diligence review and determination of wetlands, required before undertaking the conversion, has taken longer than expected. After the final wetlands determination report in July 2013, the agency can move ahead to complete the project.

The Subcommittee increased the Federal Funds expenditure limitation in anticipation of two Environmental Protection Agency grants to develop scientifically based tools for functions-based, watershed-scale approach to wetlands mitigation in Oregon. The Department expects final notification on the grants in September 2013. The total amount is $135,000. The Department of Administrative Services (DAS) is requested to unschedule the limitation until such time as State Lands notifies DAS and the Legislative Fiscal Office that the funds are awarded.

Water Resources Department

The Subcommittee approved $10,242,513 Other Funds expenditure limitation from bond proceed resources for water supply projects including, but not limited to, statewide piping and lining open, rock or dirt-lined irrigation canal projects; implementation/completion of the Umatilla Basin Aquifer Recovery Project, repairing the Dam at Wallowa Lake and constructing a new reservoir in Juniper Canyon; the Willamette Basin Long-Term Water Allocation Study; the Deschutes Basin Study; and development of above and below ground water storage projects with partners in Oregon, Washington State, and Canada.

PUBLIC SAFETY

Department of Corrections

If House Bill 3194 becomes law, the operational budget for the Department of Corrections (DOC), excluding Community Corrections, is reduced by $19.7 million General Fund and 197 positions (65.31 FTE). This reduction eliminates most of the mandated caseload estimate included in House Bill 5005, and reflects a decrease in projected bed utilization of approximately 700 in 2013-15 from the April 2013 corrections forecast. Although the operational budget is decreased overall, the Department did receive $168,302 General Fund and 0.79 FTE to support the transitional leave program requirements in House Bill 3194.

The Subcommittee made several modifications to DOC's Community Corrections budget. First, $9 million General Fund was approved to enhance baseline funding for community corrections programs. Further, if House Bill 3194 becomes law, baseline funding is increased to total

$215 million, or an additional $8.09 million General Fund. At $215 million, the Community Corrections baseline would be $33 million, or 18%, above the 2011-13 legislatively approved budget. Also, conditional on passage of House Bill 3194, $5 million General Fund was approved for jail support. DOC will distribute these dollars to counties based on each county's proportion of the baseline funding formula.

The following budget note was approved:

> **Budget Note**:
> As in the 2011-13 legislatively approved budget, the Department of Corrections is instructed to address the level of unspecified reductions in its budget without closure of existing facilities and without use of layoffs to reach the reduction goal. A report on what steps may be needed to reach reduction goals will be presented to the Joint Committee on Ways and Means during the February, 2014 legislative session.

Criminal Justice Commission

House Bill 3194 creates the Justice Reinvestment Account (Account) to support grants to counties for programs to reduce recidivism and decrease utilization of state prison capacity. However, the bill itself does not establish a funding level. The Subcommittee approved $10 million General Fund for the Account with the understanding that an additional $5 million would be approved during the February 2014 legislative session if the legislative assembly receives a 2013-15 General Fund forecast that is higher than the close of session forecast. This approval was made with the understanding that the Governor's Office will also direct the Criminal Justice Commission (CJC) to allocate $5 million in federal funds from the 2012 and 2013 Byrne/Justice Assistance Grants for similar grants to counties. In the 2015-17 biennium, the current service level is expected to total $20 million General Fund for the Account.

The Subcommittee also approved $190,000 General Fund and the phase-in of one Program Analyst 4 (0.88 FTE) to support grant administration and the Task Force on Public Safety as authorized in House Bill 3194.

The following budget note was approved:

> **Budget Note:**
> CJC is directed to administer the Justice Reinvestment Program and Specialty Courts Grant Programs during 2013-2015 using General, Other and Federal Funds. CJC will work with the Justice Reinvestment Grant Review Committee and the Criminal Justice Commission to distribute and allocate these different funds in an efficient and effective manner. CJC will report back on the results of this work during the February 2014 legislative session.

Department of Justice

The Subcommittee approved an increase in Other Funds (Criminal Fine Account) expenditure limitation by $700,000 to support an increased allocation to Child Abuse Multidisciplinary Intervention (CAMI). With this adjustment, CAMI would receive in total General Fund and Criminal Fine Account allocations, $10.7 million or 9.9% increase over the 2011-13 legislatively approved budget.

An increase of $1.8 million General Fund was approved for the Oregon Domestic and Sexual Violence Services Fund (ODSVS). If House Bill 3194 becomes law, an additional $2.2 million General Fund, for a total of $4 million, is approved. These adjustments augment the $4.4 million General Fund authorized in House Bill 5018.

This bill includes a reduction in the Other Funds expenditure limitation for the Department of Justice's Civil Enforcement Division of $471,040. During consideration of House Bill 5018, this amount was shifted from the Non-limited budget category. Upon further review, restitution and refund payments from the Protection and Education Revolving Account can correctly be categorized as Non-limited.

The Subcommittee approved the first phase of funding to replace the Child Support Enforcement Automated System (CSEAS). This approval included $1.6 million General Fund for debt service on XI-Q Bonds authorized in Senate Bill 5506, $14.1 million Other Funds expenditure limitation, and $27.4 million Federal Funds. In total, the CSEA projected is estimated to cost $109.4 million with federal funding supporting two-thirds of the project. The Subcommittee also approved the following budget note:

> **Budget Note:**
> The Department of Justice (DOJ) is directed to work with the Department of Administrative Services (DAS) in the development and implementation of the Child Support System Modernization project. DAS is to provide support to and collaborate with the DOJ in the information technology systems development lifecycle, procurement, quality assurance, and other support needed to successfully complete this project. DOJ and DAS are directed to report to the Legislative Fiscal Office at a minimum of every six months through the remainder of the biennium on the status of the project as well as provide copies of all Quality Assurance, Quality Control, and Independent Verification and Validation reports upon their receipt by the agency. DOJ is also to submit an update on the status of foundational project management documentation, including copies of completed documents, each accompanied by independent quality control review, to LFO by December 1, 2013.

The Subcommittee approved budget adjustments for an increase in the statutorily set salary for statewide elected officials as provided for in House Bill 2322. The statewide elected officials include the Governor, Secretary of State, State Treasurer, Attorney General, and the Commissioner of Labor and Industries. Each is to receive a salary increase of $5,000 per year, beginning on January 1, 2014. The impact on the Department of Justice is an increase of $9,174 Other Funds expenditure limitation, including other payroll expenses. Statewide elected officials last received a salary increase in July of 2009. Statutory Judgeships are also to receive a salary increase (see Judicial Branch program area narrative). The compensation for members of the Legislative Assembly remains unchanged.

The Subcommittee also authorized $75,000 General Fund to support the Oregon Crime Victims Law Center. Further, the Defense of Criminal Conviction program was reduced by $391,724 General Fund to reflect a smaller increase in mandated caseload.

Oregon Military Department

The Subcommittee appropriated $275,000 of General Fund for the Oregon Local Disaster Assistance Loan and Grant Account under the Emergency Management program for possible loans or grants from the account. The Department will need to request Other Funds expenditure limitation from either the Legislature or the Emergency Board specific to a local disaster in order to expend funds from the Account.

The bill includes $15,000 General Fund for the Oregon Youth Challenge program for the reimbursement of fuel costs of participating youths' parents or legal guardians who travel to the program to visit their children. The Oregon Youth Challenge program is to establish a reimbursement policy for such expenses and is to expend no more than the appropriation provided, unless federal matching funds are available for this purpose.

General Fund Debt Service of $314,523 was approved to support repayment of Article XI-Q General Obligation bond approved in Senate Bill 5506 for the 2013-15 biennium (Sharff Hall – Portland and Roseburg Armory). The appropriation reflects a reduction of $78,840 for General Fund Debt Service savings from previously issued bonds. The General Fund Debt Service for the 2015-17 biennium will total $2.2 million and will include Debt Service costs for Sharff Hall, the Medford Armory, the Roseburg Armory, and the Baker City Readiness Center. The Subcommittee also approved $237,345 Other Funds expenditure limitation for the cost of issuance for the four projects.

Oregon State Police

To address concerns for diminishing availability of public safety services in some Oregon counties, particularly in the areas of patrol and criminal investigations, the Subcommittee approved $1.16 million General Fund and 10 trooper positions (2.50 FTE) within the Patrol Division, $462,000 General Fund and four trooper positions (1.00 FTE) within the Criminal Division, $1.47 million General Fund for forensic equipment and one Forensic Scientist (0.88 FTE), and $300,000 General Fund to support contractual payments for medical examiner services in Southern Oregon.

Department of Public Safety Standards and Training

The Subcommittee approved $1 million Other Funds (Criminal Fine Account) expenditure limitation and four Public Safety Training Specialist 2 positions (3.52 FTE) to support the Oregon Center for Policing Excellence.

Oregon Youth Authority

The General Fund appropriation for the East Multnomah County gang funding is increased by $126,673 for extraordinary inflation associated with personnel costs. Total funding with this addition is $1,833,428.

Because of savings in capital projects, Oregon Youth Authority is able to redirect unspent funds to debt service, eliminating the need for the same amount of General Fund. The Subcommittee approved establishing a new other Funds expenditure limitation for $384,877 for debt service. The General Fund reduction is included in the omnibus adjustments.

TRANSPORTATION

Department of Transportation

Senate Bill 665 proposed moving the Statewide Interoperability Coordinator (SWIC) position and support for the Statewide Interoperability Executive Council from the Department of Transportation to the Department of Administrative Services. The bill was not heard. The agencies are instructed to complete planning for the transfer and report to the February 2014 Legislature on status of the federal FirstNet grant funding and how the SWIC's salary and other expenses will be paid. Two positions that were eliminated from the Department of Transportation's Highway Maintenance unit budget in anticipation of Senate Bill 665's passage are restored. They are a Project Manager 3 and an Operations and Policy Analyst 4. Other Funds expenditure limitation is increased by $391,871 in Personal Services to support the positions.

House Bill 3137 permits an individual to submit to the Department of Transportation a voluntary odometer reading for a vehicle over ten years old as part of transfer of any interest in the motor vehicle. The measure has a fiscal impact to the Driver and Motor Vehicles Division. If the bill becomes law, it is understood that the Department may proceed with implementation if the National Highway Traffic Safety Administration odometer fraud grant in the same amount, for which the Department applied in May, 2013, is awarded. If the grant is not awarded and the Department can find no other funding to implement the measure, the Department may request funding from the Legislature in February 2014.

The Subcommittee approved an increase in Other Funds expenditure limitation in the Transportation Program Development section of $42,000,000 in lottery bond proceeds for ConnectOregon V. In addition, the limitation is increased by $691,683 for cost of issuance expenses. There is no debt service in the 2013-15 biennium as the bonds will not be sold until the spring of 2015. Debt service in 2015-17 is $7.6 million Lottery Funds. The following direction was provided:

> **Budget Note:**
> In order to ensure Connect Oregon Funds are used efficiently and effectively, the department shall take steps to ensure that projects are delivered on time and on budget. Actions shall include, but not be limited to, the withholding of five percent of the moneys awarded. Of the amount withheld under this section, the department shall release to the recipient:
>
> (a) Eighty percent when the recipient has completed the project.
>
> (b) Twenty percent when the recipient has submitted and the department has accepted the final performance measure report as established by agreement between the department and the recipient. The department may not pay and the recipient forfeits the amount withheld under this paragraph if the recipient does not submit a final performance measure report before the due date in a manner that is acceptable to the department as established by the agreement between the department and the recipient. Additionally, if the recipient does not submit the performance measure report before the due date, the recipient may not apply for another performance grant during the next application cycle.

Public Transit Other Funds expenditure limitation is increased by $3,500,000 lottery bond proceeds for the Salem Keizer Transit Center. In addition, the Other Funds limitation is increased by $62,986 for cost of issuance expenses. There is no debt service in the 2013-15 biennium as the bonds will not be sold until the spring of 2015. Debt service in 2015-17 is $0.6 million Lottery Funds.

General Fund debt service in Senate Bill 5544 for the Lane Transit EmX project is eliminated, for a reduction of $757,944. Lottery Funds debt service for this borrowing will begin in the 2015-17 biennium.

Other Funds expenditure limitation is increased in the Rail Division by $10,000,000 for lottery bond proceeds for Coos Bay Rail. In addition, the limitation is increased by $239,248 for cost of issuance expenses. There is no debt service in the 2013-15 biennium as the bonds will not be sold until the spring of 2015. Debt service in 2015-17 is $1.8 million Lottery Funds.

Adjustments to 2011-13 Budgets

Emergency Board

House Bill 5008 disappropriates $50,447,306 General Fund from the Emergency Board. This represents all remaining appropriation in the Emergency Board for the 2011-13 biennium.

Oregon University System

The Subcommittee acted to align 2011-13 Other Funds expenditure limitations, adopted for the Oregon University System (OUS) before Senate Bill 242 (2011) was passed, with current budget reality, by removing a total of $2,329,480,585 Other Fund limited and $2,236,635,139 Other Funds non-limited authority approved by the Legislature during the 2011 Regular Session. With the passage of Senate Bill 242 (2011) the Oregon University System and its seven public universities were reorganized as non-state agencies. Part of this change involved removing OUS from being subject to Other Funds expenditure limitation by the Legislature.

Oregon Youth Authority

House Bill 5008 includes a supplemental General Fund appropriation of $200,000 for operations.

Military Department

The Subcommittee disappropriated $460,000 of General Fund for the Oregon Local Disaster Assistance Loan and Grant Account, which is in the Emergency Management program. There are currently no outstanding loan or grant requests for the account. The Subcommittee also disappropriated $26,748 of General Fund Debt Service savings from the Capital Debt Service and Related Costs program.

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
ADMINISTRATION								
ADVOCACY COMMISSIONS OFFICE	Operating Expenses	SB 5501	01	GF	(8,301)	-	-	-
DEPT OF ADMIN SERVICES	Chief Operating Office	HB 5002	01-01	GF	(5,511)	-	-	-
DEPT OF ADMIN SERVICES	Enterprise Asset Management	HB 5002	01-02	GF	(25,298)	-	-	-
DEPT OF ADMIN SERVICES	Oregon Public Broadcasting	HB 5002	01-03	GF	(10,000)	-	-	-
DEPT OF ADMIN SERVICES	Oregon Historical Society	HB 5002	01-04	GF	(15,000)	-	-	-
SECRETARY OF STATE	Administrative Services	SB 5539	01-01	GF	(39,053)	-	-	-
SECRETARY OF STATE	Elections Division	SB 5539	01-02	GF	(136,133)	-	-	-
DEPT OF REVENUE	Administration	SB 5538	01	GF	(1,121,210)	-	-	-
DEPT OF REVENUE	Property Tax	SB 5538	02	GF	(289,008)	-	-	-
DEPT OF REVENUE	Personal Tax and Compliance	SB 5538	03	GF	(1,329,932)	-	-	-
DEPT OF REVENUE	Business	SB 5538	04	GF	(446,852)	-	-	-
DEPT OF REVENUE	Elderly Rental Assistance and Nonprofit Housing	SB 5538	05	GF	(113,440)	-	-	-
EMPLOYMENT RELATIONS BOARD	Operating Expenses	HB 5010	01	GF	(38,817)	-	-	-
OFFICE OF THE GOVERNOR	Operating Expenses	SB 5523	01	GF	(205,081)	-	-	-
OFFICE OF THE GOVERNOR	Expenses for Duties	SB 5523	02	GF	(1,000)	-	-	-
OREGON STATE LIBRARY	Operating Expenses	HB 5022	01	GF	(32,951)	-	-	-
CONSUMER AND BUSINESS SERVICES								
BUREAU OF LABOR AND INDUSTRIES	Operating Expenses	HB 5020	01	GF	(234,674)	-	-	-
ECONOMIC DEVELOPMENT								
ECONOMIC AND COMMUNITY DEVELOP	Arts Commission	HB 5028	01-01	GF	(89,679)	-	-	-
ECONOMIC AND COMMUNITY DEVELOP	Business, Innovation and Trade	HB 5028	03-01	LF	-	(1,178,533)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Business, Innovation and Trade - Seismic Rehab	SB 813	18e-01	LF	-	(3,208)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Shared Services	HB 5028	03-02	LF	-	(136,228)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Shared Services - Seismic Rehab	SB 813	18e-02	LF	-	(2,413)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Oregon Film & Video Office	HB 5028	03-03	LF	-	(23,072)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Oregon Growth Board	HB 2323	14	LF	-	(2,000)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Oregon Industrial Site Readiness Program	SB 246	08	LF	-	(3,585)	-	-
ECONOMIC AND COMMUNITY DEVELOP	Beginning and Expanding Farmer Loan Program	HB 2700	07	LF	-	(4,552)	-	-
DEPT OF HOUSING/COMMUNITY SVCS	Operating Expenses	HB 5015	01	GF	(169,304)	-	-	-
DEPT OF VETERANS AFFAIRS	Services Provided by ODVA	HB 5047	01-01	GF	(82,086)	-	-	-
DEPT OF VETERANS AFFAIRS	County Payments	HB 5047	01-02	GF	(91,535)	-	-	-
DEPT OF VETERANS AFFAIRS	Vet's Services Organizations Payments	HB 5047	01-03	GF	(2,212)	-	-	-
EDUCATION								
DEPT OF EDUCATION	Operations	SB 5518	01-01	GF	(909,397)	-	-	-
DEPT OF EDUCATION	Oregon School for the Deaf	SB 5518	01-02	GF	(222,340)	-	-	-
DEPT OF EDUCATION	Early intervention services and early childhood special education programs	SB 5518	02-01	GF	(2,720,844)	-	-	-
DEPT OF EDUCATION	Other special education programs	SB 5518	02-02	GF	(857,426)	-	-	-
DEPT OF EDUCATION	Blind and Visually Impaired Student Fund	SB 5518	02-03	GF	(19,769)	-	-	-
DEPT OF EDUCATION	Breakfast and summer food programs	SB 5518	02-04	GF	(46,375)	-	-	-
DEPT OF EDUCATION	Strategic investments	SB 5518	02-05	GF	(436,976)	-	-	-

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPT OF EDUCATION	Other grant-in-aid programs	SB 5518	02-06	GF	(80,053)	-	-	-
DEPT OF EDUCATION	Oregon prekindergarten program	SB 5518	02-07	GF	(2,548,483)	-	-	-
DEPT OF EDUCATION	Other early learning programs	SB 5518	02-08	GF	(673,910)	-	-	-
DEPT OF EDUCATION	Youth development programs	SB 5518	02-09	GF	(114,982)	-	-	-
OREGON EDUCATION INVESTMENT BRD	Operating Expenses	SB 5548	01	GF	(123,176)	-	-	-
STUDENT ASSISTANCE COMMISSION	Oregon Opportunity Grants	HB 5032	01-01	GF	(2,269,536)	-	-	-
STUDENT ASSISTANCE COMMISSION	OSAC operations	HB 5032	01-02	GF	(63,076)	-	-	-
STUDENT ASSISTANCE COMMISSION	Other payments to individuals and institutions	HB 5032	01-03	GF	(28,985)	-	-	-
COMMUNITY COLLEGES DEPARTMENT	Operations	HB 5019	01-01	GF	(275,715)	-	-	-
COMMUNITY COLLEGES DEPARTMENT	Skills centers	HB 5019	01-03	GF	(12,000)	-	-	-
HIGHER EDUCATION COORD. COMM.	Operations	HB 5033	01	GF	(45,957)	-	-	-
HUMAN SERVICES								
LONG TERM CARE OMBUDSMAN	Operating Expenses	HB 5024	01	GF	(39,554)	-	-	-
COMMISSION FOR THE BLIND	Operating Expenses	HB 5003	01	GF	(31,287)	-	-	-
PSYCHIATRIC REVIEW BOARD	Operating Expenses	HB 5040	01	GF	(46,969)	-	-	-
DEPT OF HUMAN SERVICES	Central Services, Statewide Assessments & Enterprise-wide Costs	SB 5529	01-01	GF	(3,618,994)	-	-	-
DEPT OF HUMAN SERVICES	Child Welfare, Self Sufficiency, and Vocational Rehabilitation Services	SB 5529	01-02	GF	(16,897,531)	-	-	-
DEPT OF HUMAN SERVICES	Aging and People with Disabilities and Developmental Disabilities Programs	SB 5529	01-03	GF	(25,049,879)	-	-	-
OREGON HEALTH AUTHORITY	Programs	HB 5030	01-01	GF	(36,974,198)	-	-	-
OREGON HEALTH AUTHORITY	Central Services, Statewide Assessments and Enterprise-wide Costs	HB 5030	01-02	GF	(1,834,762)	-	-	-
JUDICIAL BRANCH								
JUDICIAL FIT OR DISABILITY COM	Administration	HB 5017	01-01	GF	(3,849)	-	-	-
JUDICIAL FIT OR DISABILITY COM	Extraordinary expenses	HB 5017	01-02	GF	(206)	-	-	-
JUDICIAL DEPARTMENT	Operations	HB 5016	01-02	GF	(5,455,635)	-	-	-
JUDICIAL DEPARTMENT	Mandated Payments	HB 5016	01-03	GF	(296,940)	-	-	-
JUDICIAL DEPARTMENT	Electronic Court	HB 5016	01-04	GF	(37,415)	-	-	-
JUDICIAL DEPARTMENT	Third-party Debt Collections	HB 5016	01-06	GF	(239,201)	-	-	-
JUDICIAL DEPARTMENT	Oregon Law Commission	HB 5016	05	GF	(4,492)	-	-	-
JUDICIAL DEPARTMENT	Council on Court Procedures	HB 5016	06	GF	(1,040)	-	-	-
JUDICIAL DEPARTMENT	Conciliation & mediation services in circuit courts	HB 5016	07-01	GF	(144,248)	-	-	-
JUDICIAL DEPARTMENT	Operating law libraries or providing law library services	HB 5016	08-01	GF	(144,248)	-	-	-
PUBLIC DEFENSE SERVICES	Appellate Division	HB 5041	01-01	GF	(291,347)	-	-	-
PUBLIC DEFENSE SERVICES	Professional Services	HB 5041	01-02	GF	(4,617,158)	-	-	-
PUBLIC DEFENSE SERVICES	Contract and Business Services Division	HB 5041	01-03	GF	(65,418)	-	-	-
LEGISLATIVE BRANCH								
LEGISLATIVE ADMIN COMMITTEE	General program	HB 5021	01-01	GF	(533,335)	-	-	-
LEGISLATIVE ASSEMBLY	Biennial General Fund	HB 5021	04	GF	(266,482)	-	-	-
LEGISLATIVE ASSEMBLY	77th Leg Assembly	HB 5021	05-01	GF	(338,307)	-	-	-
LEGISLATIVE ASSEMBLY	78th Leg Assembly	HB 5021	05-02	GF	(176,899)	-	-	-
LEGISLATIVE COUNSEL COMMITTEE	Operating Expenses	HB 5021	08	GF	(200,172)	-	-	-

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
LEGISLATIVE FISCAL OFFICER	Operating Expenses	HB 5021	11-01	GF	(73,889)	-	-	-
LEGISLATIVE REVENUE OFFICE	Operating Expenses	HB 5021	12	GF	(51,399)	-	-	-
INDIAN SERVICES COMMISSION	Operating Expenses	HB 5021	13	GF	(9,186)	-	-	-
NATURAL RESOURCES								
DEPT OF GEOLOGY AND INDUSTRIES	General Fund	HB 5014	01	GF	(51,519)	-	-	-
DEPT OF PARKS AND RECREATION	General Fund	HB 5034	01	GF	(20,000)	-	-	-
LAND USE APPEALS BOARD	General Fund	SB 5531	01	GF	(30,950)	-	-	-
DEPT OF WATER RESOURCES	Water resources program	SB 5547	01	GF	(540,096)	-	-	-
DEPT OF AGRICULTURE	Administrative and Support Services	SB 5502	01-01	GF	(33,821)	-	-	-
DEPT OF AGRICULTURE	Food Safety	SB 5502	01-02	GF	(130,436)	-	-	-
DEPT OF AGRICULTURE	Natural Resources	SB 5502	01-03	GF	(140,392)	-	-	-
DEPT OF AGRICULTURE	Agricultural Development	SB 5502	01-04	GF	(79,760)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Air quality	SB 5520	01-01	GF	(114,865)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Water quality	SB 5520	01-02	GF	(392,845)	-	-	-
DEPT OF ENVIRONMENTAL QUALITY	Land quality	SB 5520	01-03	GF	(15,194)	-	-	-
DEPT OF FISH AND WILDLIFE	Fish Division	HB 5013	01-01	GF	(252,570)	-	-	-
DEPT OF FISH AND WILDLIFE	Wildlife Division	HB 5013	01-02	GF	(9,787)	-	-	-
DEPT OF FISH AND WILDLIFE	Administrative Services Division	HB 5013	01-03	GF	(29,412)	-	-	-
DEPT OF FISH AND WILDLIFE	Capital Improvement	HB 5013	01-05	GF	(2,912)	-	-	-
DEPT OF FORESTRY	Agency administration	SB 5521	01-01	GF	(4,000)	-	-	-
DEPT OF FORESTRY	Fire protection	SB 5521	01-02	GF	(771,994)	-	-	-
DEPT OF FORESTRY	Private forests	SB 5521	01-03	GF	(286,486)	-	-	-
DEPT OF LAND CONSERVTN/DEVELOP	Planning program	SB 5530	01-01	GF	(211,684)	-	-	-
DEPT OF LAND CONSERVTN/DEVELOP	Grant Programs	SB 5530	01-02	GF	(24,653)	-	-	-
COLUMBIA RIVER GORGE COMMISSION	Operating Expenses	SB 5511	01	GF	(17,820)	-	-	-
PUBLIC SAFETY								
BOARD OF PAROLE/POST PRISON	General Fund	HB 5035	01	GF	(79,300)	-	-	-
OREGON STATE POLICE	Patrol services, criminal investigations and gaming enforcement	HB 5038	01-01	GF	(2,965,500)	-	-	-
OREGON STATE POLICE	Fish and wildlife enforcement	HB 5038	01-02	GF	(57,000)	-	-	-
OREGON STATE POLICE	Forensic services and State Medical Examiner	HB 5038	01-03	GF	(742,545)	-	-	-
OREGON STATE POLICE	Administrative Services, information management and Office of the State Fire Marshal	HB 5038	01-04	GF	(928,850)	-	-	-
DEPT OF CORRECTIONS	Operations and health services	HB 5005	01-01	GF	(17,849,890)	-	-	-
DEPT OF CORRECTIONS	Administration, general services and human resources	HB 5005	01-02	GF	(2,570,120)	-	-	-
DEPT OF CORRECTIONS	Offender management and rehabilitation	HB 5005	01-03	GF	(1,281,735)	-	-	-
DEPT OF CORRECTIONS	Community corrections	HB 5005	01-04	GF	(4,342,090)	-	-	-
DEPT OF CORRECTIONS	Capital Improvements	HB 5005	01-06	GF	(53,975)	-	-	-
CRIMINAL JUSTICE COMMISSION	General Fund	HB 5007	01	GF	(277,465)	-	-	-
DISTRICT ATTORNEYS/DEPUTIES	Department of Justice for District Attorneys	SB 5517	01	GF	(209,190)	-	-	-
DEPT OF JUSTICE	Office of AG & adminstration	HB 5018	01-01	GF	(6,000)	-	-	-
DEPT OF JUSTICE	Civil enforcement	HB 5018	01-02	GF	(77,855)	-	-	-
DEPT OF JUSTICE	Criminal Justice	HB 5018	01-03	GF	(168,930)	-	-	-
DEPT OF JUSTICE	Crime victims' services	HB 5018	01-04	GF	(114,900)	-	-	-
DEPT OF JUSTICE	Defense of criminal conviction	HB 5018	01-05	GF	(379,270)	-	-	-

Agency Name	Appropriation Description	Bill Number	Section/ Sub	Fund	General Fund	Lottery Funds	Other Funds	Federal Funds
DEPT OF JUSTICE	Child Support Division	HB 5018	01-06	GF	(465,565)	-	-	-
DEPT OF MILITARY	Administration	SB 5534	01-01	GF	(88,729)	-	-	-
DEPT OF MILITARY	Operations	SB 5534	01-02	GF	(127,396)	-	-	-
DEPT OF MILITARY	Emergency Management	SB 5534	01-03	GF	(37,768)	-	-	-
DEPT OF MILITARY	Community Support	SB 5534	01-04	GF	(4,114)	-	-	-
OREGON YOUTH AUTHORITY	Operations	HB 5050	01-01	GF	(5,017,373)	-	-	-
OREGON YOUTH AUTHORITY	Juvenile crime prevention/diversion	HB 5050	01-02	GF	(351,862)	-	-	-
OREGON YOUTH AUTHORITY	East Multnomah County gang funding	HB 5050	01-03	GF	(34,135)	-	-	-
OREGON YOUTH AUTHORITY	Multnomah County Gang Services	HB 5050	01-04	GF	(67,542)	-	-	-
OREGON YOUTH AUTHORITY	Capital Improvements	HB 5050	01-06	GF	(14,763)	-	-	-
TRANSPORTATION								
OREGON DEPT OF TRANSPORTATION	PTD: Elderly & People w/Disabilities Transportation Pgm	SB 5544	02	GF	(40,000)	-	-	-
			TOTAL		**(154,895,175)**	**(1,353,591)**	**-**	**-**

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Regular Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **SB 5506-A**

Carrier – House: **Rep. Kotek**
Carrier – Senate: **Sen. Girod**

Action: Do Pass as Amended and be Printed A-Engrossed

Vote: 24 – 2 – 0

House
Yeas: Barker, Buckley, Frederick, Freeman, Hanna, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson
Nays: McLane, Richardson
Exc:
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Jack Kenny, Department of Administrative Services

Reviewed By: Daron Hill, Legislative Fiscal Office

Meeting Date: July 7, 2013

Agency	**Biennium**
Various	2013-15

Summary of Subcommittee Action

Senate Bill 5506 limits the maximum amount of bonds and third party financing agreements state agencies may issue and the amount of revenue state agencies may raise from such issuance. The proceeds from the issuance of bonds are included as revenues in agency budgets. This bill also allocates the federal tax-exempt private activity bond volume cap allowed under the Internal Revenue Code of 1986, as amended, to certain state agencies and the Private Activity Bond Committee established in ORS 286A.615.

The Subcommittee reviewed amendments to Senate Bill 5506 for the following purposes:

1) The Subcommittee increased the Oregon University System (OUS), Article XI-G general obligation bond authorization to $117,861,000 for eight newly approved projects and two projects approved during previous legislative sessions. Amendments identify maximum amounts for specifically identified projects. Projects are described later in this report.

2) The Subcommittee increased the Department of Community Colleges and Workforce Development Article XI-G general obligation bond authorization to $125,081,600. The Subcommittee approved the XI-G general obligation bond authorization for capital construction financing for 16 Oregon Community College projects approved in Senate Bill 5507 totaling $108,581,600 and to reauthorize $16,500,000 for two projects approved during previous legislative sessions.

   The Subcommittee approved the establishment of certain limits on future requests for state-funded projects.

3) The Subcommittee increased the Oregon University System, Article XI-F general obligation authorization to $390,977,500 to provide the bond financing for the University System's self-supporting capital construction projects including $316,800,000 for 12 new projects, as well as reauthorization of certain projects approved during previous legislative sessions. Amendments identify maximum amounts for specifically identified projects. The Oregon University System was also provided $50,000,000 in direct revenue bond authority. Projects are described later in this report.

4) The Subcommittee amended the issuing agency reference for Article XI-M and Article XI-N Seismic Rehabilitation Bonds to the Oregon Business Development Department reflecting changes made in Senate Bill 813. The Subcommittee authorized $15,000,000 for Article XI-M (Seismic Rehabilitation of Public Education Buildings) and $15,000,000 for Article XI-N (Seismic Rehabilitation of Emergency Services Buildings) bonds.

5) The Subcommittee approved the Department of Environmental Quality, Article XI-H general obligation authority of $10,000,000.

6) The Subcommittee increased the Department of Administrative Services Article XI-Q general obligation authority to $426,052,000 to reflect net changes in funding for projects owned or operated by the state. Increases include the following: various university system projects, the Linn County Veterans' Home, Gilchrist Forest acquisition, detailed planning and design for the State Capitol renovation, and the Multnomah County Courthouse. A table listing all projects comprising the XI-Q authorization is included later in this report.

The Subcommittee approved amendments directing an amount not to exceed $15 million in Article XI-Q bond proceeds be deposited to the Oregon Courthouse Capital Construction and Improvement Fund, and identified allowable uses of bond proceeds in that fund. Prior to issuance of bonds for such purposes, there are a number of triggers that must occur. There are also amendments to make this project an allowable use of Article XI-Q bonds.

7) The Subcommittee increased the Department of Transportation's Article XI, Section 7 general obligation authority to $453,725,000 to provide Oregon's share of the initial contribution for construction of the Interstate 5 Bridge Replacement Project. The Subcommittee also approved an authorization to the Department of Transportation of $663,000,000 in Toll-backed revenue bonds for the Interstate-5 Bridge Replacement Project. The bill prohibits the State Treasurer from issuing any bonds for the Interstate 5 Bridge Replacement Project until the conditions set forth in section 3 (4), chapter 4, Oregon Laws 2013 (Enrolled House Bill 2800), including commitment of sufficient funds by the State of Washington by September 30, 2013. The bill permits substitution of Highway User Tax Bonds for Article XI, Section 7 bonds (with corresponding and offsetting changes in amounts approved for each bond type).

   An authorization of $846,690,000 in Department of Transportation Highway User Tax revenue bonds was approved for eligible construction projects. Oregon Transportation Infrastructure revenue bonds were authorized at $20,400,000.

8) The Subcommittee reduced the State Department of Energy Article XI-J general obligation authority to $60,000,000 from $100,000,000 in the Governor's Budget to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session if necessary. The Subcommittee reduced the State Department of Energy's direct revenue bond authority to $20,000,000 from $25,000,000 with the understanding the agency can return to request additional authority in the 2014 Session, if necessary.

9) The Subcommittee reduced the Department of Veterans' Affairs' Article XI-A general obligation authority to $60,000,000 from $100,000,000 in the Governor's Budget to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session if necessary.

10) The Subcommittee approved a $10,235,000 authorization to the Water Resources Department for issuance of Article XI-I (1) General Obligation bonds.

11) The Subcommittee reduced Housing and Community Services Department, Article XI-I (2) general obligation authority to $25,000,000 from $50,000,000 in the Governor's Budget to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session if necessary. The Subcommittee reduced Housing and Community Services Department's direct revenue bond authority to $150,000,000 from $300,000,000 and pass-through revenue bond authority to $150,000,000 from $200,000,000 to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session.

12) The Subcommittee increased the Department of Administrative Services, Lottery Revenue Bond limit to $157,557,715. The increase reflects reauthorization of funding for the Roseburg Veterans' Home approved in the 2011 Session. Other increases include funding for

the following projects: Coos Bay Rail Link; Salem-Keizer Transit Center; Oregon Convention Center hotel, Umatilla Industrial Park Road Extension; North Central Education Service District digital switch infrastructure; and grants to maintain affordable housing, Connect Oregon V; and the Lane Transit EmX extension. Amounts for regional planning grants and for Oregon Business Development Department's Special Public Works Fund were reduced from levels in the Governor's Budget. The Subcommittee also funded a Willamette Falls property acquisition, certain arts projects, funding for home energy efficiency programs, and grants for water development and infrastructure.

Budget Note:

If the local and/or regional public sponsors acquire the portion of the property immediately adjacent to Willamette Falls, the partners will work with the State Parks and Recreation Commission to designate the site as a State Historic Site to be managed by Oregon Parks and Recreation Department and developed in partnership with the public sponsors.

If the local and/or regional public sponsors do not acquire the property adjacent to Willamette Falls, the State Parks and Recreation Commission will seek to acquire the property necessary for public access to that property.

13) The Subcommittee reduced Oregon Business Development Department's direct revenue bond authority from $60,000,000 in the Governor's Budget to $35,000,000, and its pass-through revenue bond authority for industrial development bonds from $125,000,000 to $65,000,000 to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session.

14) The Subcommittee reduced the Oregon Facilities Authority pass-through revenue bond authority from $750 million in the Governor's Budget to $450 million to reflect recent activity history with the understanding the agency can return to request additional authority in the 2014 Session.

Detail of projects authorized for the Oregon University System through bond financing is included below.

Oregon University System

System-wide projects

The Subcommittee approved the following four system-wide projects and financing authorizations totaling $85,000,000 total funds:

- Capital renewal, code compliance, and safety: approved $30,000,000 Article XI-Q bonds to maintain facilities throughout the Oregon University System and keep the deferred maintenance backlog from growing. These projects do not involve acquisition of buildings, structures, or land. Debt service on the Article XI-Q bonds will be paid with General Fund.

- Miscellaneous Student Building Fee projects: approved $20,000,000 Article XI-F (1) bonds for small planning, code compliance, acquisition, additions, remodels, and other projects. Student building fees constitute the source for debt service on the Article XI-F (1) bonds.

- Commercial Paper: approved $15,000,000 Article XI-F (1) bonds to provide short-term financing for capital projects. Debt service on the Article XI-F (1) bonds will be repaid with revenues from long-term project financing or other campus revenues.

- Financing Agreements: approved $20,000,000 to provide system-wide capacity to enter into leases or other arrangements that contractually result in ownership of land, improvements, structures, or other property.

Eastern Oregon University
The Subcommittee approved the following project for Eastern Oregon University:

- Eastern Learning Commons planning and design development: approved $2,000,000 Article XI-Q bonds for the development of plans for a multi-building complex for on-campus and distance education, including a classroom building with a data center and information technology space and a separate residence hall. Following completion of the planning process, EOU is expected to request authorization of approximately $26 million in state bonds to execute the project over two phases. Debt service on the bonds will be paid with General Fund.

Oregon Institute of Technology
The Subcommittee approved the following two projects for the Oregon Institute of Technology, totaling $12,000,000 total funds.

- Cornett Hall renovation study, design and planning: approved $2,000,000 Article XI-Q bonds for the development of plans for renovation or replacement of a 1960's era building. Following completion of the planning process, OIT is expected to request authorization of approximately $30 million in state bonds to execute the project. Debt service on the planning bonds will be paid with General Fund.

- Wilsonville Campus Renovation: approved $10,000,000 Article XI-F (1) bonds to complete the purchase of the In-Focus building and make tenant improvements. OIT will pay debt service on the bonds with tuition and building lease revenues.

Oregon State University
The Subcommittee approved the following seven projects, totaling $98,920,000 total funds.

- Classroom building and quad: approved the sale of $32,500,000 Article XI-G bonds to construct a new classroom building with space for the University Honors College and an integrated resource center. OSU intends to use OUS revenue bonds as match for the Article XI-G bonds; debt service on the revenue bonds will be repaid with forecasted growth in non-resident tuition revenue. Debt service on the Article XI-G bonds will be paid with General Fund.

- Cascades Campus Expansion: approved $4,000,000 Article XI-G bonds, $12,000,000 Article XI-Q bonds and $4,000,000 Article XI-F (1) bonds to acquire and renovate several buildings to expand the campus in Bend to offer a four-year undergraduate program. The number and

location of buildings to be acquired have not been determined. The Article XI-G bonds will be matched with donations. Debt service on the Article XI-G and Article XI-Q bonds will be paid with General Fund. Debt service on the Article XI-F (1) bonds will be paid with tuition revenue.

- Chemical, Biological, and Environmental Engineering Building: approved $20,000,000 Article XI-G bonds to construct an instructional and research building intended to promote collaboration among OSU researchers, start-up companies, and established businesses in the science and engineering of sustainable energy and materials. Match for the Article XI-G bonds will come from gifts and donations. Debt service on the Article XI-G bonds will be paid with General Fund.

- Modular Data Center: approved $7,000,000 Article XI-Q bonds to create small data centers throughout campus intended to support research, instructional and administrative activities. Debt service on the Article XI-Q bonds will be paid with tuition revenue.

- Underground communications infrastructure: approved $10,000,000 Article XI-Q bonds to expand OSU's communications system to increase internet and other communications capacity. Debt service on the Article XI-Q bonds will be paid with tuition.

- Housing and dining upgrades: approved $9,500,000 Article XI-F (1) bonds to make improvements in five residence halls. Debt service on the Article XI-F (1) bonds will be paid with housing and dining fees.

Portland State University

The Subcommittee approved the following three projects, totaling $74,000,000 total funds:

- School of Business Administration addition, renovation, and deferred maintenance: approved $10,000,000 Article XI-G bonds and $30,000,000 Article XI-Q bonds to expand and modernize an existing building housing the School of Business Administration and the Graduate School of Education. Gifts and donations will be used as match for the Article XI-G bonds. Debt service on the Article XI-G bonds and Article XI-Q bonds will be paid with General Fund.

- Stott Center Educational Facility renovations and deferred maintenance: approved $20,000,000 Article XI-G bonds, $2,000,000 Article XI-Q bonds, and $2,000,000 Article XI-F (1) bonds to renovate and expand a 1960s facility for athletics, health and physical education classes, student recreation, and inter-mural sports. The project will add a new 5,000 seat basketball arena, athletics sports courts and practice courts that will also be used for credit bearing classes and offices. It will also replace outdated building systems and address deferred maintenance needs. Gifts and donations will be used to fund the Article XI-G bond match. Debt service on the Article XI-G and Article XI-Q bonds will be paid with General Fund. Debt service on the Article XI-F (1) bonds will be paid with revenues from ticket sales and concession sales received during events held at the arena.

- Land acquisition: approved $10,000,000 Article XI-F (1) bonds for purchase of land under the university-owned University Center building. Debt service on the Article XI-F (1) bonds will be paid with savings from lease payments that will no longer be owed.

Southern Oregon University

The Subcommittee approved the following three projects totaling $38,000,000 total funds:

- Theatre Arts Building expansion and remodel: approved $11,000,000 Article XI-Q bonds to expand and remodel of the Theatre Arts Building. This replaces a $5.5 million allocation of Article XI-G bonds approved in 2009 but not sold because the university was unable to raise matching funds. Debt service on the Article XI-Q bonds will be paid with General Fund.

- Student Recreation Center: approved $20,000,000 Article XI-F (1) bonds to create a new student fitness center. Debt service on the Article XI-F (1) bonds will be paid with student building fee revenues.

- Cascades Hall replacement: approved $7,000,000 Article XI-F (1) bonds to construct a new dining facility that will serve as a space for campus meetings and events. Food service revenues will be used to pay debt service on the Article XI-F (1) bonds.

University of Oregon

The Subcommittee approved the following six projects, totaling $239,665,000 total funds:

- Straub and Earl Halls classrooms expansion: approved $11,000,000 Article XI-G bonds to expand and remodel two existing buildings to add classroom capacity and address deferred maintenance needs. Gift and grant revenues will be used as match for the Article XI-G bonds. Debt service on the bonds will be paid with General Fund.

- Science Commons and Research Library expansion and remodel: approved $8,375,000 Article XI-G bonds to remodel the existing underground library and construct an above ground expansion for instruction and research. UO will match the Article XI-G bonds with gifts and donations. Debt service on the bonds will be paid with General Fund.

- Museum of Natural and Cultural History library shelving project: $990,000 Article XI-Q bonds for equipment and exhibition space needs. Debt service on the Article XI-G bonds will be paid with General Fund.

- Student Recreation Center expansion and renovation: approved $50,250,000 Article XI-F (1) bonds to renovate and expand the existing student recreation center. Debt service on the Article XI-F (1) bonds will be paid with a new $38 per term student building fee approved in a fall 2012 student referendum.

- Erb Memorial Student Union expansion and renovation: approved $84,300,000 Article XI-F (1) bonds to renovate and expand the existing Erb Memorial Union that houses student organization and programs, student government, multi-cultural programs, and food and other retail operations. Debt service on the Article XI-F (1) bonds will be paid with a new $69 per term student building fee approved in a fall 2012 student referendum.

- University Housing expansion: approved $84,750,000 Article XI-F (1) bonds to construct four separate housing facilities with approximately 800 beds. Revenues from housing rents and retail food service will be used to pay debt service on the Article XI-F (1) bonds.

Western Oregon University
The Subcommittee approved the following project at $17,200,000 total funds:

- New College of Education Facility: approved $1,400,000 Article XI-G bonds and $15,800,000 Article XI-Q to construct a new building for the College of Education. The Article XI-G bonds will be matched with donations. Debt service on the bonds will be paid with General Fund.

Reauthorized projects: The Subcommittee reauthorized the sale of bonds for the following six projects totaling $89,610,500 total funds, approved in prior biennia:

- Oregon University System Capital Renewal, Code, and Safety, originally approved in 2007: $3,300,000 Article XI-F (1) bonds;

- Oregon State University Strand Agricultural Hall deferred maintenance, originally approved in 2009: $6,586,000 Article XI-G bonds and $4,847,000 Article XI-Q bonds;

- Oregon State University Biofuels Demonstration Project, originally approved in 2009: $4,000,000 Article XI-G bonds;

- Oregon State University Student Experience Center, originally approved in 2011: $42,700,000 Article XI-F (1) bonds;

- Oregon State University New Residence Hall, originally approved in 2011: $19,000,000 Article XI-F (1) bonds; and

- Oregon State University Memorial Union Renovation, originally approved in 2011: $9,177,500 Article XI-F (1) bonds.

Article Xi-Q Authority

Oregon Health Authority			
State Hospital Replacement Project		$	86,860,000
Department of Human Services			
Self-Sufficiency Modernization System		$	14,360,000
Department of Corrections			
Deferred Maintenance		$	5,050,000
Oregon Youth Authority			
Electronic Security & Deferred Maint.		$	5,165,000
Military Department			
Scharff Hall Armory		$	2,870,000
Roseburg Armory			2,280,000
Medford Armory			2,445,000
Baker County Readiness Center			1,235,000
	Subtotal	$	8,830,000
Department of Justice			
Support Enforcement System		$	14,410,000
Judicial Department			
e-Court System		$	24,855,000
Supreme Court Building			4,465,000
Multnomah County Courthouse			15,270,000
	Subtotal	$	44,590,000
Oregon University System			
Stott Center PSU		$	2,000,000
School of Business PSU			30,000,000
Theater Arts SOU			11,000,000
New College of Ed WOU			15,800,000
Cornett Hall OIT			2,000,000
Learning Commons EOU			2,000,000
Strand Hall OSU (auth in 2009)			4,847,000
Cascades Campus OSU			12,000,000
Modular Data Center OSU			7,000,000
Underground Commun. Infrastructure OSU			10,000,000
Library Shelving			990,000
Capital Renewal, Code and Safety			30,000,000
	Subtotal	$	127,637,000
Department of Revenue			
Core System Replacement		$	27,050,000
Legislative Administration			
Capitol Master Plan		$	35,115,000
Deprtment of Transportation			
State Radio Project		$	40,730,000
Department of Forestry			
Gilchrist Forest Acquisition		$	5,275,000
Eastern Lane Headquarters			1,795,000
	Subtotal	$	7,070,000
Deprtment of Veterans' Affairs			
Linn County (Lebanon) Veterans' Home		$	4,065,000
Oregon Business Development Dept			
Innovation Infrastructure		$	5,120,000
	TOTAL	$	426,052,000

Senate Bill 5506, SECTIONS 1 - 3.

Program Designation	2011-13 Legislatively Approved	2013-15 Governor's Budget	2013-15 Committee Recommendations	Changes from Governor's Budget
GENERAL OBLIGATION BONDS				
General Fund Obligations				
Oregon University System (Art. XI-G)	$ 17,608,000	$ 17,608,000	$ 117,861,000	$ 100,253,000
Dept of Com. Col. & Workforce Dev. (Art. XI-G)	$ 24,500,000	$ 16,500,000	$ 125,081,600	$ 108,581,600
Dept of Environmental Quality (Art. XI-H)	$ 16,740,000	$ 10,000,000	$ 10,000,000	$ 0
Oregon Business Development Dept. (Art. XI-M)	$ 7,614,000	$ 15,000,000	$ 15,000,000	$ 0
Oregon Business Development Dept. (Art. XI-N)	$ 0	$ 15,000,000	$ 15,000,000	$ 0
Dept of Administrative Services (Art. XI-Q)	$ 200,645,000	$ 332,265,000	$ 426,052,000	$ 93,787,000
Dedicated Fund Obligations				
Dept. of Transportation (Art. XI, Sec. 7)	$ 0	$ 453,320,000	$ 453,725,000	$ 405,000
Dept of Veterans' Affairs (Art. XI-A)	$ 100,000,000	$ 100,000,000	$ 60,000,000	$ (40,000,000)
Oregon University System (Art. XI-F(1))	$ 166,722,070	$ 348,222,070	$ 390,977,500	$ 42,755,430
Water Resources Department (Art. XI-I(1))	$ 15,000,000	$ 10,235,000	$ 10,235,000	$ 0
Housing and Com. Services Dept (Art. XI-I(2))	$ 50,000,000	$ 50,000,000	$ 25,000,000	$ (25,000,000)
Department of Energy (Art. XI-J)	$ 150,000,000	$ 100,000,000	$ 60,000,000	$ (40,000,000)
Total General Obligation Bonds	**$ 748,829,070**	**$ 1,468,150,070**	**$ 1,708,932,100**	**$ 240,782,030**
REVENUE BONDS				
Direct Revenue Bonds				
Housing and Com. Services Department	$ 300,000,000	$ 300,000,000	$ 150,000,000	$ (150,000,000)
Department of Transportation				0
Infrastructure Fund	$ 18,360,000	$ 20,400,000	$ 20,400,000	$ 0
Highway User Tax	$ 663,000,000	$ 846,690,000	$ 846,690,000	$ 0
Toll-Backed Revenue Bonds	$ 0	$ 0	$ 663,000,000	$ 663,000,000
Oregon Business Development Department	$ 100,000,000	$ 60,000,000	$ 35,000,000	$ (25,000,000)
Department of Energy	$ 25,000,000	$ 25,000,000	$ 20,000,000	$ (5,000,000)
Oregon University System	$ 0	$ 5,880,000	$ 50,000,000	$ 44,120,000
Department of Administrative Services Lottery				0
Revenue Bonds	$ 233,330,000	$ 155,380,000	$ 157,557,715	$ 2,177,715
Total Direct Revenue Bonds	**$ 1,339,690,000**	**$ 1,413,350,000**	**$ 1,942,647,715**	**$ 529,297,715**

Pass Through Revenue Bonds

Oregon Business Development Department				
Industrial Development Bonds	$ 125,000,000	$ 125,000,000	$ 65,000,000	$ (60,000,000)
Oregon Facilities Authority	$ 550,000,000	$ 750,000,000	$ 450,000,000	$ (300,000,000)
Housing and Com. Services Department	$ 125,000,000	$ 200,000,000	$ 150,000,000	$ (50,000,000)
Total Revenue Bonds	**$ 2,139,690,000**	**$ 2,488,350,000**	**$ 2,607,647,715**	**$ 119,297,715**

OTHER FINANCING AGREEMENTS

Department of Administrative Services	**$ 12,500,000**	**$ 103,975,000**	**$ 40,000,000**	**$ (63,975,000)**

Senate Bill 5006, SECTION 4.
Private Activity Bond Allocation for 2014 and 2015 Calendar Years.

	2011-13 Legislatively Approved Budget		Subcommittee Recommendation	
Allocation For:	2012 Calendar Year	2013 Calendar Year	2014 Calendar Year	2015 Calendar Year
Oregon Business Development Department:	$ 40,000,000	$ 40,000,000	$ 40,000,000	$ 40,000,000
Housing & Community Services Department:	$125,000,000	$125,000,000	$125,000,000	$125,000,000
State Department of Energy:	$ 15,000,000	$ 15,000,000	$ 10,000,000	$ 10,000,000
Private Activity Bond Committee:	$183,952,030	$183,952,030	$195,438,535	$195,438,535
TOTAL:	$363,952,030	$363,952,030	$370,438,535	$370,438,535

77th OREGON LEGISLATIVE ASSEMBLY – 2013 Session
BUDGET REPORT AND MEASURE SUMMARY

JOINT COMMITTEE ON WAYS AND MEANS

MEASURE: **SB 5507-A**

Carrier – House: **Rep. Smith**
Carrier – Senate: **Sen. Girod**

Action: Do Pass as Amended and as Printed A-Engrossed

Vote: 22 – 4 – 0

House
Yeas: Barker, Buckley, Frederick, Huffman, Jenson, Komp, Nathanson, Read, Smith, Tomei, Williamson
Nays: Freeman, Hanna, McLane, Richardson
Exc:
Senate
Yeas: Bates, Devlin, Edwards, Girod, Hansell, Johnson, Monroe, Steiner Hayward, Thomsen, Whitsett, Winters
Nays:
Exc:

Prepared By: Jack Kenny and Bill McGee, Department of Administrative Services

Reviewed By: Paul Siebert, Legislative Fiscal Office

Meeting Date: July 7, 2013

Agency	**Biennium**
Capital Construction – various agencies	2013-15
Department of Veterans' Affairs	2011-13
Department of Forestry	2009-11

Budget Summary

	2011-13 Legislatively Approved Budget[1]	2013-15 Current Service Level	2013-15 Committee Recommendation	Committee Change from 2011-13 Leg. Approved	
				$ Change	% Change
Other Funds	$ 469,027,017	$ 0	$ 265,625,458	$ (203,401,559)	-43.4%
Federal Funds	$ 36,051,831	$ 0	$ 2,466,205	$ (33,585,626)	-93.2%
Total	$ 505,078,848	$ 0	$ 268,091,663	$ (236,987,185)	-46.9%

2011-13 Expenditure Limitation Adjustments

Department of Veterans' Affairs

Other Funds	$ 4,000,000	$ 4,000,000	
Federal Funds	$ 6,840,377	$ 6,840,377	

2009-11 Expenditure Limitation Adjustments

Department of Forestry

Other Funds	$ 5,200,000	$ 5,200,000	

[1] Includes adjustments through December 2012

Summary of Revenue Changes

Other Fund revenues are from the proceeds of the issuance of Article XI-Q bonds, the depreciation component of the Uniform Rent program and other deposits in the Department of Administrative Services Capital Projects Fund established by ORS 276.005, PGE hydroelectric re-licensing agreement, Oregon Military Department Capital Construction Account (surplus property sale proceeds), energy incentive payments, rental income, proceeds from aircraft registration fees assessed in accordance with ORS 837.040 and 837.045, and state gasoline tax and driver and vehicle related fees. Federal Funds revenues are from National Guard Bureau, the Federal Aviation Administration's General Aviation Entitlement Program, and the Federal Airport Improvement Program.

Summary of Capital Construction Subcommittee Action

Senate Bill 5507 provides six-year expenditure limitation for new capital construction projects. Projects in excess of $1 million that build, acquire, adapt, replace, or change the use or function of a facility are categorized as capital construction projects. All capital projects in excess of $1 million require a separate Capital Construction expenditure limitation established by the Legislature or the Emergency Board. Senate Bill 5507 also extends the six-year expiration dates and expenditure limitations for specified projects and authorizes the sale of Military Department property as required by ORS 396.515 (4).

Oregon Health Authority

State Hospital Replacement Project: $79,401,530 Other Funds (Article XI-Q bonds) is approved for completion of the project to provide new mental health facilities to replace the State Hospital constructed in 1883 (implementation of the Oregon State Hospital Framework Master Plan). Funding provides for construction of the 174 bed Junction City campus, expected to be completed by the end of calendar year 2014. Project funding includes development and implementation of the Behavioral Health Integration Project (BHIP). Debt service will be paid with General Fund.

Department of Administrative Services

HVAC Improvement Projects: $4,921,160 Other Funds (Capital Projects Fund) is approved to provide HVAC system upgrades on several state-owned buildings. Planned improvements include the Portland State Office Building, the Human Services Building and various other projects.

Roof Replacements: $1,303,942 Other Funds (Capital Projects Fund) is approved to provide roof replacements or repairs on several state buildings. Planned work includes roof replacement at the Real Estate Building and the Central Point Building.

Public Utility Commission Building Exterior Replacement: $4,740,390 Other Funds (Capital Projects Fund) is approved to replace exterior siding and window glazing, replace interior sheet rock and install a new roof.

Elevator Upgrades: $961,420 Other Funds (Capital Projects Fund) is approved for the repair and upgrade to code for elevators in the Eugene State Office Building.

Carpet Replacements: $3,744,374 Other Funds (Capital Projects Fund) is approved to fund carpet replacements at several state buildings including Agriculture, Revenue and Human Services buildings.

Planning: $350,000 Other Funds (Capital Projects Fund) is approved to contract with various architects, engineers and other specialists to develop feasibility analyses and reliable cost information; to prepare preliminary design for small to medium-sized projects; and evaluate options to solve maintenance problems.

Executive Building Renovation: $800,000 Other Funds (Capital Projects Fund) is approved for architectural design work, engineering plan and budget development for a major renovation of the Executive Building planned for 2015-17.

Department of Veterans' Affairs

Linn County (Lebanon) Veterans' Home: $4,000,000 Other Funds (Article XI-Q Bonds) and $6,840,377 Federal Funds - (United States Department of Veterans' Affairs construction grant) is approved for design and construction work on the second state veterans' home. To comply with the current facility design requirements from the United States Department of Veterans' Affairs, the total additional cost needed to construct this facility is projected to be $10.8 million. The project requires a 35 percent state and local match and is expected to be completed in 2014. Capital construction expenditure limitation was established for this project beginning in the 2011-13 biennium.

Department of Transportation

Region 1 (Portland) Facilities Consolidation Project: $1 Other Funds (fee revenue) is approved as a placeholder for a project to consolidate a number of facilities within the Portland Metro area.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: the Transportation Building Renovation Center (Other Funds): extended to June 30, 2015; Baker City and East Portland Highway Facilities (Other Funds): extended to June 30, 2015; and the Sisters Maintenance Station (Other Funds): extended to June 30, 2014.

Department of Aviation

Cottage Grove State Airport: $400,000 Federal Funds (Federal Aviation Administration) and $40,000 Other Funds (aircraft registration fees) is approved to conduct design engineering needed to ascertain the required scope and cost of a runway rehabilitation project. Rehabilitation is necessary to meet safe operating conditions based on the most recent Pavement Condition Index survey.

Department of Fish and Wildlife

Clackamas Hatchery Intake System: $1,000,000 Other Funds (Portland General Electric re-licensing settlement agreement) is approved for design and preliminary construction of an intake system at the Clackamas Hatchery.

Department of Forestry

Gilchrist Forest Land Acquisition: $5,200,000 Other Funds (Article XI-Q Bonds) is approved to purchase some of the remaining available tracts in the Gilchrist Forest. Expenditure limitation for this purchase was added to the existing expenditure limitation for a similar project approved by the 2009 Legislative Assembly (and increased by the 2011 Legislative Assembly). This increase in expenditure limitation will expire June 30, 2015. Debt service for XI-Q bonds will be paid from the General Fund.

East Lane Headquarters Building: $1,750,000 Other Funds (Article XI-Q bonds) is approved to make improvements at the Springfield facility to increase safety and functionality. The project includes installation of site utility improvements and construction of a multi-use building to

house a fire cache, vehicle repair and equipment fabrication shop. In addition, the project includes fire crew support facilities, and the conversion of an existing vehicle repair building into fire engine and equipment storage facilities.

Oregon Military Department

Sharff Hall Armory: $2,781,000 Other Funds (Article XI-Q Bonds) is approved for the acquisition of a former US Army Reserve site in Portland, Oregon ($1.2 million) and for design and construction of needed additions and alterations to convert the facility into an armory ($1,581,000). The remodel is extensive including the following: replacement of window glazing systems, evaluation of energy and water saving measures, replacement/refurbishment of HVAC systems, upgrades to electronic security systems, upgrades to kitchen, storage and vehicle maintenance bays and other improvements.

Roseburg Armory: $2,230,416 Other Funds (Article XI-Q Bonds) is approved for a service life extension project to renovate the facility. The project includes the design and construction of additions and alterations to the armory. Funding will address severe deficiencies in the electrical, mechanical and structural components of the facility.

Medford Armory: $2,391,660 Other Funds (Article XI-Q Bonds) is approved for a service life extension project to renovate the facility. The project includes the design and construction of additions and alterations to the armory. The remodel will replace the HVAC system, upgrade window glazing systems, information technology systems, restrooms, kitchen, administrative and storage areas, and evaluate and implement feasible energy and water savings measures.

Baker City Readiness Center: $1,189,579 Other Funds (Article XI-Q bonds) is approved to affect the transfer of real property with Baker County, to conduct demolition of the County Extension Building, and to construct a new Military Vehicle Storage Compound. Federal Funds Capital Construction expenditure limitation for the project may be requested at a future date once funding is secured from the federal government.

Christmas Valley Land Acquisition: $220,000 Other Funds (energy incentive funds/rental income) is approved to complete the purchase of 2,296 acres for the possible development of a utility-scale solar project and a potential military training site. This amount will allow for the final installment payment for this acquisition.

Milton-Freewater Armory: $1,804,000 Federal Funds (National Guard Bureau) is approved for a service life extension project to renovate the facility. The work will include installing efficient heating and cooling systems and utility systems upgrades. The project also includes replacement of certain windows, doors and facility-related equipment. Federal Funds expenditure limitation for this project was originally approved by the Emergency Board (May 2012), however, that expenditure limitation expired and additional time is needed to complete construction and expend the funds.

Planning and Design: $282,445 Other Funds (Capital Construction Account) and $262,205 Federal Funds (National Guard Bureau) is approved for planning and preliminary design work at a number of sites throughout the state where the agency is planning future capital construction projects

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: the Ontario Readiness Center (Other Funds): extended to June 30, 2014; the Ontario Readiness Center (Federal Funds): extended to June 30, 2014; and the Dallas Readiness Center land acquisition (Other Funds): extended to June 30, 2015.

The subcommittee also approved the sale proposal from the Oregon Military Department, as required by ORS 396.515 (4), for the sale of the Baker City Armory.

Oregon State Police

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the Oregon Wireless Interoperability Network (Federal Funds) to December 30, 2013.

Oregon Youth Authority

Electronic Security Projects: $2,116,810 Other Funds (Article XI-Q Bonds) is approved to acquire and install security systems, including improved and expanded key control access systems, and CCTV systems.

Deferred Maintenance: $2,958,131 Other Funds (Article XI-Q bonds) is approved to address highest priority deferred maintenance projects to provide a safe and secure environment for the public and residents. Projects are located at facilities throughout the state and address a range of needs including fire alarms, water and electrical systems and structural repairs.

Department of Corrections

Deferred Maintenance: $4,961,000 Other Funds (Article XI-Q bonds) is approved to address highest priority deferred maintenance projects. Projects are located at facilities throughout the state and address a range of needs including HVAC repairs, security and electrical systems changes and some structural improvements.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: Deferred Maintenance and Assessment (Other Funds): extended to April 30, 2014; and Deferred Maintenance (Other Funds): extended to April 30, 2014.

Judicial Department

Supreme Court Building Renovation: $4,400,000 Other Funds (Article XI-Q bonds) is approved for the early stages of needed renovations. This funding will be used to address major safety issues with the exterior of the building, water penetration through the façade, and dry-rot in wooden-framed windows. This project will fund terracotta exterior repair and sealing, window repair, project management and the review and planning of future phases of critical interior renovation work.

Legislative Administration

State Capitol Master Plan: $34,500,000 Other Funds (Article XI-Q bonds) is approved to complete the detailed pre-construction planning and design phase of the project to address life-safety concerns through seismic upgrades and other critical needs, including fire and electrical systems. Furthermore this project will address public access and improve operational efficiency of the Capitol.

Community Colleges and Workforce Development

The Subcommittee approved a budget of $108,581,600 Other Funds (Article XI-G bonds) for 16 new construction and deferred maintenance projects at 16 community colleges:

- Blue Mountain Community College Applied Animal Science Education Center: approved $3,331,350 Other Funds (Article XI-G bonds) to construct new facilities for animal science and agriculture programs. The project includes classrooms and office building, indoor and outdoor arenas, a hay barn, horse pens and mare motels, tack storage lockers and round pens. Match for the Article XI-G bonds will come from grants, donations, corporate scholarships, and possibly a district bond levy.

- Central Oregon Community College Academic and Student Services Center: approved $5,260,000 Other Funds (Article XI-G bonds) to provide state funds to retire outstanding Central Oregon Community College general obligation bonds sold for construction of a building leased to Oregon State University for operation of its Cascades campus. Once the debt is repaid, the COCC will terminate the contract with OSU and remodel the building for college academic and student support use. Match on the Article XI-G bonds would be paid with COCC funds.

- Chemeketa Community College Applied Technology Classroom Center: approved $8,000,000 Other Funds (Article XI-G bonds) to construct new space for the Welding/Metal Fabrication and Machining programs and to remodel existing space to accommodate college services displaced by the new construction. Match for the Article XI-G bonds will come from proceeds of a district bond levy approved in May 2008.

- Clackamas Community College Clairmont Career and Technology Education Center: approved $8,000,000 Other Funds (Article XI-G bonds) to replace a 1960's era building that will provide additional classroom and industrial space. In addition, the horticulture program, the joint Clackamas/Oregon State University Extension Service office, and industrial technology programs will be located in the new facility. Match for the Article XI-G bonds will come from Extension Service revenues, a capital campaign, and proceeds from a district bond levy.

- Clatsop Community College Health and Wellness Center: approved $7,990,000 Other Funds (Article XI-G bonds) for construction of a new facility with gymnasium, fitness room, equipment storage, lockers, showers, and wellness activity area for physical education, community education, and health and wellness programs. Match for the Article XI-G bonds will come from proceeds of a legal settlement, a tuition surcharge, and fundraising.

- Columbia Gorge Community Advanced Technology Center, phase two: approved $7,320,000 Other Funds (Article XI-G bonds) for construction of a facility on the Hood River campus to support science, technology, engineering, and mathematics programs. Match for the Article XI-G bonds will come from fundraising and proceeds of a district bond levy.

- Klamath Community College Student Success and Career-Technical Center: approved $7,850,000 Other Funds (Article XI-G bonds) for construction of a new facility housing a research library and computer labs, a testing center, tutoring and advising areas, and space for GED, Adult Basic Education, and English as a Second Language programs. The project will also expand the Career Technical Education center for auto and diesel mechanics and construction management programs. Match for the Article XI-G bonds will come from college reserve funds, foundation and federal grants, and district general obligation bonds.

- Lane Community College The Center for Student Success: approved $8,000,000 Other Funds (Article XI-G bonds) to remodel an existing 1960s era building that houses the library, tutoring center, bookstore, Academic Learning Skills Department, and Culinary Arts and Hospitality programs to provide a student centered learning environment that integrates academic support services and resources with technology and facilities that promote individual and group learning. Match for the Article XI-G bonds will come from proceeds of a district bond levy approved in November 2008.

- Linn-Benton Community College Nursing and Allied Health Facilities: approved $8,000,000 Other Funds (Article XI-G bonds) for construction of a new facility for 12 Allied Health programs located in proximity to major healthcare providers or education centers. The funds will also be used to repurpose space on the Albany campus that become available after the health programs are relocated. Match for the Article XI-G bonds will come from private donations and revenues from a district bond levy.

- Mt. Hood Community College Student Services Enhancement: approved $8,000,000 Other Funds (Article XI-G bonds) to remodel and expand student service facilities, centralizing academic advising, career counseling, financial aid, admissions, registration, testing, business office and other functions. Match for the Article XI-G bonds will come from a district bond levy or a secured loan to be repaid with tuition revenue.

- Portland Community College Health Professions Center: approved $8,000,000 Other Funds (Article XI-G bonds) to construct or purchase and remodel a facility near the Sylvania campus for Dental Hygiene, Dental Assisting, Dental Lab Technology, Radiography, and Nursing programs. Match for the Article XI-G bonds will come from proceeds from a district bond levy passed in 2008.

- Rogue Community College Health and Science Center: approved $8,000,000 Other Funds (Article XI-G bonds) to increase space for health science programs by constructing new facilities or buying and remodeling existing ones. Match for the Article XI-G bonds will come from partnership contributions, grants, and capital campaign contributions.

- Southwestern Oregon Community College Health and Science Technology Building: approved $8,000,000 Other Funds (Article XI-G bonds) for construction of a new facility with laboratory, classroom, and auxiliary space for expansion of allied health and science programs. The

facility will support increased use of technology and distance education in health and science programs. Match for the Article XI-G bonds will come from private grants and donations and, if necessary, revenues from a district bond levy.

- Tillamook Bay Community College: Career and Technical Workforce Facility: approved $2,000,000 Other Funds (Article XI-G bonds) to construct a new building that will house OSU Extension Services and Open Campus programs, Oregon Regional Solutions, Tillamook County Economic Development Council, and the college Small Business Development Office as well as classroom, office, and laboratory space for career and technical education, natural resources, and hospitality and tourism programs. Match for the Article XI-G bonds will come from college reserve funds, partnerships and fundraising, and proceeds from a district general obligation bond.

- Treasure Valley Community College Workforce Vocational Center: approved $2,830,250 Other Funds (Article XI-G bonds) for construction of a new facility to expand space for welding training and to house Natural Resource, Renewable Energy, Wild Land Fire, Construction Trades, and Waste Water Management programs. Match for the Article XI-G bonds will come from funding raising or proceeds from district bonds or a district bond levy.

- Umpqua Community College Industrial Technology Building: approved $8,000,000 Other Funds (Article XI-G bonds) to construct a new facility on campus for automotive, manufacturing, construction, and welding technology programs. The college had planned to match the Article XI-G bonds with proceeds from a district bond levy which was defeated by the voters in May 2013. Alternatives for generating the match from grants, donations, and other sources are being explored.

The Subcommittee approved the extension of the project expiration dates and expenditure limitations for the following projects: Clackamas Community College – Harmony Campus Phase II: extended to June 30, 2017; and Umpqua Community College – Roseburg Regional Health Occupation Training Center: extended to June 30, 2017.

Various Agencies
Jack Kenny -- 503-378-3107; Bill McGee - 503-378-2078

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	CCWD XI-G Bond Expenditures	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS								
Legislative Administration Committee								
State Capitol Master Plan	$ 0	$ 0	$ 34,500,000	$ 0	N/A	$ 34,500,000	0	0.00
Judicial Department								
Supreme Court Building Renovation	$ 0	$ 0	$ 4,400,000	$ 0	N/A	$ 4,400,000	0	0.00
EDUCATION PROGRAM AREA								
Department of Community Colleges and Workforce Development								
Blue Mountain - Animal Science Ed. Center	$ 0	$ 0	N/A	$ 0	$ 3,331,350	$ 3,331,350	0	0.00
Central Oregon - Academic & Student Svcs Ctr	$ 0	$ 0	N/A	$ 0	$ 5,260,000	$ 5,260,000	0	0.00
Chemeketa - Applied Technology Classroom	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Clackamas - Clairmont Career/Tech Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Clatsop - Health and Wellness Center	$ 0	$ 0	N/A	$ 0	$ 7,990,000	$ 7,990,000	0	0.00
Columbia Gorge - Advance Technology Center	$ 0	$ 0	N/A	$ 0	$ 7,320,000	$ 7,320,000	0	0.00
Klamath - Student Success & Career/Tech Center	$ 0	$ 0	N/A	$ 0	$ 7,850,000	$ 7,850,000	0	0.00
Lane - Center for Student Success	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Linn Benton - Nursing & Allied Health Facilities	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Mt. Hood - Student Services Enhancement	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Portland - Health Professions Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Rogue - Health & Science Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Southwestern - Heath & Science Building	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
Tillamook Bay - Career & Tech. Workforce Fac.	$ 0	$ 0	N/A	$ 0	$ 2,000,000	$ 2,000,000	0	0.00
Treasure Valley - Workforce Vocational Center	$ 0	$ 0	N/A	$ 0	$ 2,830,250	$ 2,830,250	0	0.00
Umpqua - Industrial Arts Center	$ 0	$ 0	N/A	$ 0	$ 8,000,000	$ 8,000,000	0	0.00
HUMAN SERVICES PROGRAM AREA								
Oregon Health Authority								
State Hospital Replacement	$ 0	$ 0	$ 79,401,530	$ 0	N/A	$ 79,401,530	0	0.00
PUBLIC SAFETY PROGRAM AREA								
Oregon Military Department								
Sharff Hall Armory	$ 0	$ 0	$ 2,781,000	$ 0	N/A	$ 2,781,000	0	0.00
Medford Armory	$ 0	$ 0	$ 2,391,660	$ 0	N/A	$ 2,391,660	0	0.00
Roseburg Armory	$ 0	$ 0	$ 2,230,416	$ 0	N/A	$ 2,230,416	0	0.00
Baker City Readiness Center	$ 0	$ 0	$ 1,189,579	$ 0	N/A	$ 1,189,579	0	0.00
Christmas Valley Land Acquisition	$ 0	$ 0	$ 220,000	$ 0	N/A	$ 220,000	0	0.00
Planning and Predesign	$ 0	$ 0	$ 282,445	$ 262,205	N/A	$ 544,650	0	0.00
Milton-Freewater Armory	$ 0	$ 0	$ 0	$ 1,804,000	N/A	$ 1,804,000	0	0.00

Department of Corrections														
Deferred Maintenance	$	0	$	0	$	4,961,000	$	0		N/A	$	4,961,000	0	0.00
Oregon Youth Authority														
Electronic Security Projects	$	0	$	0	$	2,116,810	$	0		N/A	$	2,116,810	0	0.00
Deferred Maintenance	$	0	$	0	$	2,958,131	$	0		N/A	$	2,958,131	0	0.00
TRANSPORTATION PROGRAM AREA														
Department of Transportation														
Region 1 Facilities Consolidation Project	$	0	$	0	$	1	$	0		N/A	$	1	0	0.00
Department of Aviation														
Cottage Grove State Airport Runw ay Rehab	$	0	$	0	$	40,000	$	400,000		N/A	$	440,000	0	0.00
ADMINISTRATION PROGRAM AREA														
Department of Administrative Services														
HVAC Improvement Projects	$	0	$	0	$	4,921,160	$	0		N/A	$	4,921,160	0	0.00
Roof Replacements	$	0	$	0	$	1,303,942	$	0		N/A	$	1,303,942	0	0.00
Public Utility Comm Bldg Exterior Replacemet	$	0	$	0	$	4,740,390	$	0		N/A	$	4,740,390	0	0.00
Elevator Upgrades	$	0	$	0	$	961,420	$	0		N/A	$	961,420	0	0.00
Carpet Replacements	$	0	$	0	$	3,744,374	$	0		N/A	$	3,744,374	0	0.00
Planning	$	0	$	0	$	350,000	$	0		N/A	$	350,000	0	0.00
Executive Building Renovation	$	0	$	0	$	800,000	$	0		N/A	$	800,000	0	0.00
NATURAL RESOURCES PROGRAM AREA														
State Department of Fish and Wildlife														
Clackamas Hatchery Intake System	$	0	$	0	$	1,000,000	$	0		N/A	$	1,000,000	0	0.00
State Forestry Department														
East Lane Headquarters	$	0	$	0	$	1,750,000	$	0		N/A	$	1,750,000	0	0.00
TOTAL	$	0	$	0	$	157,043,858	$	2,466,205	$	108,581,600	$	268,091,663	0	0.00
2011-13 Supplemental Expenditure Limitation Adjustments														
Department Veterans' Affairs														
Lebanon Veterans Home	$	0	$	0	$	4,000,000	$	6,840,377		N/A	$	10,840,377	0	0.00
2009-11 Supplemental Expenditure Limitation Adjustments														
State Forestry Department														
Gilchrist Forest Land Acquisition	$	0	$	0	$	5,200,000	$	0		N/A	$	5,200,000	0	0.00

A-Engrossed
Senate Bill 5701

Ordered by the Senate March 5
Including Senate Amendments dated March 5

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with presession filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Joint Interim Committee on Ways and Means)

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure.

Increases and decreases certain biennial appropriations made from General Fund to specified state agencies **and Emergency Board**. **Makes certain biennial appropriations from General Fund to specified state agencies and Emergency Board.**

Limits biennial expenditures from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by specified state agencies.

Limits biennial expenditures of specified state agencies from federal funds. Limits biennial expenditures of Judicial Department for specialty courts **and capital improvement**. **Limits biennial expenditures of Oregon Department of Administrative Services from bond proceeds.**

Increases and decreases limitations on expenditures for certain biennial expenses for specified state agencies.

Increases amount that Department of Education may spend from State School Fund for fiscal year beginning July 1, 2012.

Declares emergency, effective on passage.

100

1 **A BILL FOR AN ACT**

2 Relating to state financial administration; creating new provisions; amending section 5, chapter 20,
3 Oregon Laws 2011; repealing section 5, chapter 339, Oregon Laws 2011, section 12, chapter 496,
4 Oregon Laws 2011, section 6, chapter 577, Oregon Laws 2011, section 5, chapter 590, Oregon
5 Laws 2011, section 52, chapter 600, Oregon Laws 2011, section 12, chapter 609, Oregon Laws
6 2011, section 5, chapter 621, Oregon Laws 2011, and section 4, chapter 666, Oregon Laws 2011;
7 appropriating money; limiting expenditures; and declaring an emergency.

8 **Be It Enacted by the People of the State of Oregon:**

9 **SECTION 1. Notwithstanding any other law limiting expenditures, the amount of**
10 **$1,712,451 is established for the biennium beginning July 1, 2011, as the maximum limit for**
11 **payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts,**
12 **and including reimbursements from federal service agreements, but excluding lottery funds**
13 **and federal funds, collected or received by the Judicial Department, for specialty courts.**

14 **SECTION 2. Notwithstanding any other law limiting expenditures, the amount of $413,449**
15 **is established for the biennium beginning July 1, 2011, as the maximum limit for payment of**
16 **expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but ex-**
17 **cluding lottery funds and federal funds, collected or received by the Department of Cor-**
18 **rections, for capital improvements.**

19 **SECTION 3. Notwithstanding any other law limiting expenditures, the amount of $200,000**
20 **is established for the biennium beginning July 1, 2011, as the maximum limit for payment of**

NOTE: Matter in **boldfaced** type in an amended section is new; matter [*italic and bracketed*] is existing law to be omitted. New sections are in **boldfaced** type.

expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and those funds described in section 7, chapter 616, Oregon Laws 2011, collected or received by the Department of Community Colleges and Workforce Development, for debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution.

SECTION 4. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $3,500,000, to be allocated to the Public Defense Services Commission for trial level public defense.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 5. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of State Lands, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $681,266, which may be expended for payment of expenses related to the Portland Harbor Superfund project.

SECTION 6. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 1, chapter 600, Oregon Laws 2011, for the biennium beginning July 1, 2011, is decreased by $681,266.

SECTION 7. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 6, chapter 537, Oregon Laws 2011, for the biennium beginning July 1, 2011, for allocation to the State Forestry Department for fire suppression costs, is decreased by $2,120,017.

SECTION 8. Notwithstanding any other law limiting expenditures, the amount of $1 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Office of the Governor from the Governor's Office Operating Fund.

SECTION 9. Notwithstanding any other law limiting expenditures, the amount of $140,000 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for capital improvement from federal funds received by the State Department of Fish and Wildlife.

SECTION 10. Notwithstanding any other law limiting expenditures, the amount of $85,455 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds received by the Teacher Standards and Practices Commission.

SECTION 11. Notwithstanding any other law limiting expenditures, the amount of $3,932,550 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for construction and maintenance of court facilities from bond proceeds collected or received by the Oregon Department of Administrative Services.

SECTION 12. (1) Notwithstanding any other law limiting expenditures, the amount of $134,361,683 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds collected or received by the Employment Department under the Child Care and Development Block Grant Act of 1990 (42 U.S.C. 9858 et seq.) and section 418 of the Social Security Act (42 U.S.C. 618), as amended.

(2) Notwithstanding any other law limiting expenditures, the amount of $158,066,704 is

established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses from federal funds other than those described in section 3, chapter 339, Oregon Laws 2011, or subsection (1) of this section collected or received by the Employment Department.

SECTION 13. Notwithstanding any other law limiting expenditures, the amount of $97,460 is established for the biennium beginning July 1, 2011, as the maximum limit for payment of expenses for capital improvement from fees, moneys or other revenues, including Miscellaneous Receipts, and including reimbursements from federal service agreements, but excluding lottery funds and federal funds other than those described in this section, collected or received by the Judicial Department.

SECTION 14. In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $2,900,000 for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 15. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $60,000,000 for:

(a) Supplemental allocations to state agencies for restoration of targeted programs if the Oregon Department of Administrative Services reduces allotments under ORS 291.261;

(b) Home foreclosure issues; or

(c) Human services caseload increases.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 16. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $10,000,000, to be allocated for the preservation of education programs as described in subsection (2) of this section.

(2) If the Oregon Department of Administrative Services reduces allotments under ORS 291.261, a state agency administering a program appropriation described in this subsection may request allocations of moneys from the Emergency Board in a total amount that does not exceed the total amount of the allotment reduction applicable to the appropriation. This subsection applies to:

(a) The appropriation made to the Oregon Department of Administrative Services by section 1, chapter 582, Oregon Laws 2011;

(b) The appropriation made to the Department of Community Colleges and Workforce Development by section 1 (2), chapter 616, Oregon Laws 2011; and

(c) The appropriation made to the Department of Education by section 2, chapter 619, Oregon Laws 2011.

(3) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 17. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $1,084,432, to be allocated to the Judicial Department for court

operations.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2012, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 18. Section 5, chapter 339, Oregon Laws 2011, section 12, chapter 496, Oregon Laws 2011, section 6, chapter 577, Oregon Laws 2011, section 5, chapter 590, Oregon Laws 2011, section 52, chapter 600, Oregon Laws 2011, section 12, chapter 609, Oregon Laws 2011, section 5, chapter 621, Oregon Laws 2011, and section 4, chapter 666, Oregon Laws 2011, are repealed.

SECTION 19. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium beginning July 1, 2011, for the following agencies and programs are changed by the amounts specified:

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(1) ADMINISTRATIVE.

Agency/Program/Funds	2011 Oregon Laws Chapter/ Section	Adjustment
Oregon Department of Administrative Services:		
Operating expenses		
Other funds	**Ch. 571 2(1)**	**-$6,307,494**
Mill Creek debt service		
General Fund	**Ch. 571 1(2)**	**+29,427**
Go Oregon debt service		
General Fund	**Ch. 571 1(3)**	**+209,061**
Debt service on lottery bonds		
Oregon Public Broadcasting		
Lottery funds	**Ch. 571 3(1)**	**+65,729**
Pendleton Round-Up		
Lottery funds	**Ch. 571 3(2)**	**+3,054**
Port of Morrow		
Lottery funds	**Ch. 571 3(3)**	**+6,110**
Port of Newport-NOAA		
Lottery funds	**Ch. 571 3(4)**	**+108,960**
Judicial Department court facilities		
Lottery funds	**Ch. 571 3(5)**	**+34,444**
Tillamook FEMA match		
Lottery funds	**Ch. 571 3(6)**	**+46,550**
Lane Transit District EmX		

Lottery funds	**Ch. 571 3(7)**	**+24,276**
Coos Bay railroad		
Lottery funds	**Ch. 571 3(8)**	**+10,854**
SAGE Center		
Lottery funds	**Ch. 600 39(2)(a)**	**+6,310**
Eastern Oregon Trade Center		
Lottery funds	**Ch. 600 39(2)(b)**	**+12,560**
Milton-Freewater flood control		
Lottery funds	**Ch. 600 39(2)(c)**	**+5,720**
Oregon Historical Society		
Lottery funds	**Ch. 600 39(2)(d)**	**+8,165**
State Treasurer:		
Other funds	**Ch. 627 1(1)**	**+250,000**
Public Employees Retirement System:		
Other funds	**Ch. 495 1(1)**	**-750,000**
Secretary of State:		
Executive Office, Business Services Division, Information Systems Division and Human Resources Division		
General Fund	**Ch. 411 1(1)**	**-128,891**
Elections Division		
General Fund	**Ch. 411 1(2)**	**-4,006**
Archives Division		
General Fund	**Ch. 411 1(3)**	**-423**
Oregon Liquor Control Commission:		
Other funds	**Ch. 578 1(1)**	**+507,973**
Department of Revenue:		
General Fund	**Ch. 625 1**	**-1,175,191**
Employment Relations Board:		
General Fund	**Ch. 572 1**	**+1,000,000**
Office of Governor:		
General Fund	**Ch. 538 1**	**+372,362**
Oregon Education Investment Board		
General Fund	**Ch. 600 30**	**-105,000**
State Library:		
General Fund	**Ch. 341 1**	**-19,886**

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(2) CONSUMER AND BUSINESS SERVICES.

Agency/Program/Funds	2011 Oregon Laws Chapter/ Section	Adjustment
Oregon Health Licensing Agency:		
Other funds	**Ch. 539 1**	**-$20,751**
Bureau of Labor and Industries:		
General Fund	**Ch. 576 1**	**-213,815**
Department of Consumer and Business Services:		
Federal funds	**Ch. 617 2**	**+2,434,040**

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(3) ECONOMIC AND COMMUNITY DEVELOPMENT.

Agency/Program/Funds	2011 Oregon Laws Chapter/ Section	Adjustment
Oregon Business Development Department:		
Oregon Arts Commission		
General Fund	**Ch. 579 1**	**-$8,729**
Debt service		
Other funds	**Ch. 579 2(5)**	**+321,885**
Business, innovation and trade		
Other funds	**Ch. 579 2(1)**	**-277,500**
Lottery funds	**Ch. 579 3(1)(a)**	**-284,920**
Shared services		
Lottery funds	**Ch. 579 3(1)(b)**	**-127,418**
Oregon Film and Video Office		
Lottery funds	**Ch. 579 3(1)(c)**	**-81,315**
Debt service on lottery bonds		
Lottery funds	**Ch. 579 3(1)(d)**	**+2,830,159**
Housing and Community		

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Services Department:		
General Fund	**Ch. 574 1**	**+136,416**
Other funds	**Ch. 574 2**	**+9,081,162**
Federal funds	**Ch. 574 4**	**+5,000,000**
Debt service on lottery bonds		
Lottery funds	**Ch. 574 3**	**+80,919**
Department of Veterans' Affairs:		
Services provided by Department of Veterans' Affairs		
General Fund	**Ch. 587 1(1)**	**+91,964**
Veterans' services organizations payments		
General Fund	**Ch. 587 1(3)**	**+572**
Employment Department:		
General Fund	**Ch. 339 1**	**-336,868**
Other funds	**Ch. 339 2(1)**	**-5,385,131**

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(4) EDUCATION.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Oregon Student Access Commission:		
Oregon Opportunity Grants		
General Fund	**Ch. 541 1(1)**	**-$34,152**
Other payments to individuals and institutions		
General Fund	**Ch. 541 1(2)**	**+34,152**
Operations		
General Fund	**Ch. 541 1(3)**	**-29,756**
Oregon University System:		
Education and general services of higher education		
General Fund	**Ch. 583 1(1)**	**-11,550**
Debt service on outstanding general obligation bonds		
General Fund	**Ch. 583 1(5)(a)**	**+1,653,560**

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Debt service on outstanding certificates of participation		
General Fund	**Ch. 583 1(5)(b)**	**+585,977**
Repayment to State Department of Energy		
General Fund	**Ch. 583 1(5)(c)**	**-3,132,437**
Debt service		
Other funds	**Ch. 583 2(6)**	**+344,054**
Sports Lottery Account		
Lottery funds	**Ch. 583 3**	**-232,960**
Debt service on lottery bonds		
Lottery funds	**Ch. 583 4**	**+260,577**
Department of Community Colleges and Workforce Development:		
General Fund	**Ch. 600 31**	**-119,000**
General Fund	**Ch. 600 32**	**-17,500**
Operations		
General Fund	**Ch. 616 1(1)(a)**	**-96,762**
Skill centers		
General Fund	**Ch. 616 1(1)(b)**	**-19,250**
Debt service on Article XI-G bonds		
General Fund	**Ch. 616 1(1)(c)**	**+351,965**
Debt service on lottery bonds		
Lottery funds	**Ch. 616 8**	**+261,437**
Department of Education:		
Operations		
General Fund	**Ch. 619 1(1)**	**-298,878**
Oregon State School for the Deaf		
General Fund	**Ch. 619 1(2)**	**-151,056**
Early Head Start		
General Fund	**Ch. 619 2(11)**	**+587,015**
Grants-in-aid and purchased services		
Other funds	**Ch. 619 6**	**+5,610,036**
Debt service on lottery bonds		
Lottery funds	**Ch. 619 7**	**+1,907,943**
Lottery funds	**Ch. 619 8**	**-59,056**
Other funds	**Ch. 619 9**	**+61,218**

State School Fund		
General Fund	**Ch. 20 1**	**+5,479,570**
State School Fund - Administrative Services		
Economic Development Fund		
Lottery funds	**Ch. 20 2**	**-2,979,570**
State School Fund - Local Option Equalization		
General Fund	**Ch. 496 17**	**-175,000**
General Fund	**Ch. 682 8**	**-70,000**
General Fund	**Ch. 639 9**	**-8,750**
General Fund	**Ch. 600 55**	**-2,000,000**
General Fund	**Ch. 600 56**	**-5,250**
General Fund	**Ch. 663 3**	**-7,000**
General Fund	**Ch. 711 2(1)**	**-5,250**
General Fund	**Ch. 711 2(2)**	**-1,050**
Oregon Health and Science University		
General Fund	**Ch. 651 3**	**-18,375**

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(5) HUMAN SERVICES.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Department of Human Services:		
Central Services		
General Fund	**Ch. 621 1(1)**	**-$522,515**
Other funds	**Ch. 621 2(1)**	**-10,047**
Federal funds	**Ch. 621 3(1)**	**-1,269,217**
Children, Adults and Families		
General Fund	**Ch. 621 1(2)**	**+26,759,752**
Other funds	**Ch. 621 2(2)**	**+14,874,410**
Federal funds	**Ch. 621 3(2)**	**+32,127,357**
Seniors and People with Disabilities		
General Fund	**Ch. 621 1(3)**	**+77,249,200**
Other funds	**Ch. 621 2(3)**	**+4,371,222**
Federal funds	**Ch. 621 3(3)**	**+129,821,636**
Shared Services		
Other funds	**Ch. 621 2(4)**	**+2,769,858**

Oregon Health Authority:		
Programs		
General Fund	**Ch. 580 1(1)**	**-26,058,247**
Other funds	**Ch. 580 2(1)**	**+15,403,999**
Federal funds	**Ch. 580 4(1)**	**+74,029,869**
Central Services		
General Fund	**Ch. 580 1(2)**	**+2,139,813**
Other funds	**Ch. 580 2(2)**	**-31,170**
Federal funds	**Ch. 580 4(2)**	**+78,803,882**
Capital improvement		
General Fund	**Ch. 580 1(3)**	**-663,318**
Shared Services		
Other funds	**Ch. 580 2(3)**	**+3,221,972**
Gambling addiction treatment and prevention		
Lottery funds	**Ch. 580 3**	**-390,969**

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(6) JUDICIAL BRANCH.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Commission on Judicial Fitness and Disability:		
Operations		
General Fund	**Ch. 340 1(1)**	**+$6,228**
Extraordinary expenses		
General Fund	**Ch. 340 1(2)**	**-12,647**
Judicial Department:		
Judicial compensation		
General Fund	**Ch. 634 1(1)**	**+1,868,270**
Operations		
Other funds	**Ch. 634 2(1)**	**+5,449,982**
Mandated payments		
General Fund	**Ch. 634 1(3)**	**+472,992**
Electronic court		
General Fund	**Ch. 634 1(4)**	**-93,643**
Other funds	**Ch. 634 3**	**+23,391,369**
Debt service		
General Fund	**Ch. 634 1(5)**	**+3,286,198**
Other funds	**Ch. 634 2(3)**	**+226,592**

Third party collections		
General Fund	**Ch. 600 15**	**+2,379,729**
Operations - special payments		
General Fund	**Ch. 628 1**	**-259,000**
General Fund	**Ch. 628 2**	**-259,000**
General Fund	**Ch. 628 3**	**-4,900**
Public Defense Services Commission:		
Appellate Division		
General Fund	**Ch. 636 1(1)**	**-112,000**
Contract and Business Services Division		
General Fund	**Ch. 636 1(3)**	**+112,000**
Public Defense Services Account		
Other funds	**Ch. 636 2(1)**	**+2,637,500**

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(7) LEGISLATIVE BRANCH.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Legislative Administration Committee:		
General program		
General Fund	**Ch. 577 1(1)**	**-$371,755**
Debt service		
General Fund	**Ch. 577 1(2)**	**+236,904**
Legislative Assembly:		
Presiding officers, caucuses, desks		
General Fund	**Ch. 577 4(1)**	**-558,047**
Assembly - interim		
General Fund	**Ch. 577 5(1)**	**+557,027**
Assembly - session		
General Fund	**Ch. 577 5(2)**	**-127,140**
Legislative Counsel Committee:		
General Fund	**Ch. 577 9**	**+400,043**
Legislative Fiscal Officer:		
General Fund	**Ch. 577 12**	**+29,973**

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Legislative Revenue Officer:		
General Fund	**Ch. 577 13**	**-14,531**
Commission on Indian Services:		
General Fund	**Ch. 577 14**	**-26,451**

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(8) NATURAL RESOURCES.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
State Marine Board:		
Administration and education		
Federal funds	**Ch. 187 2(1)**	**+$243,200**
Marine law enforcement		
Other funds	**Ch. 187 1(2)**	**+757,200**
Federal funds	**Ch. 187 2(2)**	**+292,800**
Facilities construction, maintenance and land acquisition		
Other funds	**Ch. 187 1(3)**	**+509,800**
Federal funds	**Ch. 187 2(3)**	**-536,000**
State Department of Energy:		
Other funds	**Ch. 632 1**	**+4,249,010**
Federal funds	**Ch. 632 3**	**+109,164**
Energy efficiency and sustainable technology		
Lottery funds	**Ch. 632 2**	**+75,746**
State Department of Geology and Mineral Industries:		
General Fund	**Ch. 186 1**	**-1,204**
Other funds	**Ch. 186 2**	**+1,788,385**
Federal funds	**Ch. 186 3**	**+1,709,304**
State Parks and Recreation Department:		
Director's office		
Lottery funds	**Ch. 584 2(1)**	**+45,638**
Central Services		
Lottery funds	**Ch. 584 2(2)**	**+280,114**
Park development		
Lottery funds	**Ch. 584 2(3)**	**+592,240**
Federal funds	**Ch. 584 3(1)**	**+2,190,000**

Direct services		
Lottery funds	**Ch. 584 2(4)**	**+673,108**
Community support and grants		
Lottery funds	**Ch. 584 2(5)**	**+140,142**
Federal funds	**Ch. 584 3(3)**	**+861,950**
Water Resources Department:		
Water resources program		
General Fund	**Ch. 416 1**	**-255,387**
Debt service on lottery bonds		
Lottery funds	**Ch. 416 2**	**+25,633**
Oregon Watershed Enhancement Board: Watershed Improvement Operating Fund		
Lottery funds	**Ch. 588 5**	**-784,354**
Department of State Lands:		
Common School Fund programs		
Other funds	**Ch. 412 1(1)**	**+1,057,597**
Federal funds	**Ch. 412 2(1)**	**+178,000**
Natural Heritage Advisory Council		
Federal funds	**Ch. 412 2(2)**	**+250,127**
State Department of Agriculture:		
Administrative and support services		
General Fund	**Ch. 409 1(1)**	**+20,125**
Food Safety		
General Fund	**Ch. 409 1(2)**	**-46,288**
Other funds	**Ch. 409 2(2)**	**+31,311**
Natural Resources		
General Fund	**Ch. 409 1(3)**	**-589,002**
Agricultural Development		
General Fund	**Ch. 409 1(4)**	**-193,203**
Other funds	**Ch. 409 2(4)**	**+10,000**
Parks and Natural Resources Fund		
Lottery funds	**Ch. 409 3**	**+932,123**
County fair support		
Lottery funds	**Ch. 409 5**	**+763**
Department of Environmental Quality:		
Water quality		
General Fund	**Ch. 536 1(2)**	**-169,003**

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Land quality		
General Fund	**Ch. 536 1(3)**	**-86,615**
Debt service		
General Fund	**Ch. 536 1(5)**	**+193,612**
State Department of Fish and Wildlife:		
Fish Division		
General Fund	**Ch. 573 1(1)**	**-294,504**
Other funds	**Ch. 573 2(1)**	**+41,000**
Administrative Services Division		
General Fund	**Ch. 573 1(3)**	**-5,368**
Debt service		
General Fund	**Ch. 573 1(4)**	**+12,168**
Capital Improvement		
Other funds	**Ch. 573 2(4)**	**-70,000**
State Forestry Department:		
Protection from fire		
General Fund	**Ch. 537 1(1)**	**+2,993,720**
Private forests		
General Fund	**Ch. 537 1(2)**	**-985,723**
Debt service		
General Fund	**Ch. 537 1(3)**	**+102,087**
Debt service on lottery bonds		
Lottery funds	**Ch. 537 3**	**+88,377**
Department of Land Conservation and Development:		
Planning program		
General Fund	**Ch. 254 1(1)**	**-302,792**

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(9) PUBLIC SAFETY.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Department of State Police:		
Patrol services, criminal investigations and gaming enforcement		
General Fund	**Ch. 635 1(1)**	**+$5,369,604**

Federal funds	**Ch. 635 3(1)**	**+521,944**
Fish and wildlife enforcement		
General Fund	**Ch. 635 1(2)**	**-98,021**
Other funds	**Ch. 635 2(2)**	**+436,875**
Lottery funds	**Ch. 635 4**	**+202,180**
Forensic services and State Medical Examiner		
General Fund	**Ch. 635 1(3)**	**-709,326**
Administrative services, information management and Office of the State Fire Marshal		
General Fund	**Ch. 635 1(4)**	**+693,862**
Department of Corrections:		
Operations and health services		
General Fund	**Ch. 631 1(1)**	**+22,771,363**
Other funds	**Ch. 631 2(1)**	**+10,306**
Administration, public services, general services and human resources		
General Fund	**Ch. 631 1(2)**	**+3,275,828**
Other funds	**Ch. 631 2(2)**	**+87,684**
Transitional services		
General Fund	**Ch. 631 1(3)**	**+1,862,081**
Other funds	**Ch. 631 2(3)**	**+29**
Community corrections		
General Fund	**Ch. 631 1(4)**	**+5,270,671**
Other funds	**Ch. 631 2(4)**	**+3,223,179**
Debt service		
General Fund	**Ch. 631 1(5)**	**+4,887,059**
Capital improvements		
General Fund	**Ch. 631 1(6)**	**+92,240**
Agency operations		
Federal funds	**Ch. 631 3**	**+907,373**
Oregon Criminal Justice Commission:		
Federal funds	**Ch. 214 3**	**+6,987,121**
Department of Justice for district attorneys:		
General Fund	**Ch. 252 1**	**+359,976**
Department of Justice:		
General Fund	**Ch. 575 1**	**-160,840**
Other funds	**Ch. 575 2**	**-722,713**
Federal funds	**Ch. 575 3**	**-795,709**

Oregon Military Department:		
Operating expenses		
General Fund	**Ch. 623 1(2)**	**+36,891**
Emergency management		
General Fund	**Ch. 623 1(3)**	**+4,379,103**
Other funds	**Ch. 623 2(3)**	**+4,000,000**
Community support		
Other funds	**Ch. 623 2(4)**	**+118,339**
Capital debt service and related costs		
General Fund	**Ch. 623 1(5)**	**-71,937**
Other funds	**Ch. 623 2(5)**	**+548,167**
Department of Public Safety Standards and Training:		
General Fund	**Ch. 586 1**	**+315,518**
Other funds	**Ch. 586 2**	**-873,897**
Oregon Youth Authority:		
Operations		
General Fund	**Ch. 590 1(1)**	**-1,605,977**
Debt service		
General Fund	**Ch. 590 1(2)**	**+186,988**

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(10) TRANSPORTATION.

Agency/Program/Funds	**2011 Oregon Laws Chapter/ Section**	**Adjustment**
Department of Transportation:		
Debt service - Oregon Wireless Interoperability Network (OWIN)		
General Fund	**Ch. 542 1**	**-$15,416,043**
Maintenance and emergency relief programs		
Other funds	**Ch. 542 2(2)**	**+9,211,366**
Driver and motor vehicle services		
Other funds	**Ch. 542 2(9)**	**+500,000**
Debt service		
Other funds	**Ch. 542 2(17)**	**+15,970,871**

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Lottery funds	**Ch. 542 4**	**+2,914,388**

SECTION 20. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $200,000, which may be expended for payment of expenses related to regional land use planning activities.

SECTION 21. In addition to and not in lieu of any other appropriation, there is appropriated to the State Forestry Department, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $200,000, which may be expended for payment of expenses related to forest policy.

SECTION 22. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Land Conservation and Development, for the biennium beginning July 1, 2011, out of the General Fund, the amount of $350,000, for grants to Jackson, Josephine and Douglas counties for expenses related to regional land use planning activities.

SECTION 23. Section 5, chapter 20, Oregon Laws 2011, as amended by section 21, chapter 496, Oregon Laws 2011, and section 47, chapter 600, Oregon Laws 2011, is amended to read:

Sec. 5. (1) The Department of Education may not spend more than $2,928,830,000 from the State School Fund for the fiscal year beginning July 1, 2011.

(2) The Department of Education may not spend more than [*$2,842,830,000*] **$2,845,330,000** from the State School Fund for the fiscal year beginning July 1, 2012.

SECTION 24. This 2012 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2012 Act takes effect on its passage.

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Public Safety Program Area

The Department of Correction's (DOC) share of the $28 million reduction is $7.9 million General Fund. To meet this target, DOC submitted a plan which would eliminate 81 positions. DOC's plan follows the spirit of the budget note with all but one of the positions being a supervisor or management service position. When discussing this plan, it is important to set the context of the agency's budget for the 2011-13 biennium. Even before addressing this $7.9 million issue, DOC estimates that it faces a $48.8 million General Fund "hole" in its budget made up of four major components: (1) $20.0 million from the unspecified reduction included in the legislatively adopted budget which has been included in DOC's budget in some amount for the past four biennia; (2) $7.2 million in an unspecified Services and Supplies reduction that was included in most General Fund agency budgets; (3) $15.2 million gap in funding between the amount in the budget for employee compensation and what the end result was from the bargained contracts with represented employees; and (4) $6.4 million in increased costs of a new Hepatitis C Drug therapy that DOC is implementing.

DOC leadership has stated that they will fill this $48.8 million General Fund gap with management actions that stay within its current budget. They have developed a plan which generally assumes the message that the Legislature gave them during the 2012 session which was to not close or significantly reduce the scope of any of DOC's 13 institutions or significantly reduce any "program" resources both within the institutions or funding that is passed to the community. The management and other actions to close the $48.8 million gap include:

- Holding positions vacant – Currently the agency has identified almost 340 vacant positions, most of which are vacant to generate savings. Supervisory or management service positions represent 58, or 17% of these positions.
- Health services savings – including delaying the implementation of some of the Hepatitis C treatment, reducing medical supplies, and delaying indefinitely the development of an electronic health records system.
- Assuming the reimbursement to counties for Ballot Measure 73 offenders will be less than budgeted – if this assumption is wrong, the agency will have to find resources to make up the difference.
- Assuming that the agency will not hire additional staff to meet the forecasted growth in the number of inmates.
- Assuming increased resources from a variety of sources including cost of health care collections, debt service savings through refinancing, and additional federal State Criminal Alien Assistance Program (SCAAP) funding.
- Delaying payments for various software licenses until the start of the 2013-15 biennium.

Some of these actions or savings will be difficult to realize, and the likelihood of new issues appearing is possible. After DOC submitted its proposal to eliminate the 81 positions, the Department of Administrative Services (DAS) notified DOC and LFO that refinancing of existing debt generated an additional $5.5 million General Fund in debt service savings that was not previously assumed. LFO recommends that $2.5 million of these new resources be dedicated to fill the $48.8 million gap described above, specifically for those items which will be difficult to realize the estimated savings. The remaining $3.0 million should be used to offset some of the 81 position eliminations proposed to fill the $7.9 "mid-management" gap.

Most, if not all, of these 81 positions proposed for elimination are currently filled so their elimination will mean a direct layoff or indirect layoff if the incumbent has bumping rights back into a represented position. DOC took the approach to eliminate or significantly reduce entire programs or groups of

employees instead of "thinning the soup" with smaller reductions in many areas. Specifically, DOC's proposed plan eliminates the following positions:

- ***Five supervisory positions in the General Services Division*** ($498,656) will be eliminated including a wireless communications manager and a supervising electrician which will limit flexibility in responding to emergencies (represented staff that will pick up the workload must be paid for on-call time and overtime), a business office manager and support services manager resulting in managers having to supervise staff that are over 200 miles away, and a construction project manager.
- ***Five nurse manager positions*** ($587,275) across the state will be eliminated which DOC expects to result some institutions not meeting standards established by the agency and those set forth by the National Commission on Correctional Health Care. In addition, remaining nurse manages will provide significantly less direct patient care as they assume more managerial responsibilities. As the level of institutional care is affected, increased use of more expensive outside medical care may increase.
- ***Eight safety specialist positions*** ($772,441) will be eliminated in the Human Resources Division. DOC asserts this will result in litigation and increased time loss. Safety related violations will not be investigated, Oregon OSHA requirements will not be followed, and workplace safety may suffer. Future workers compensation assessments will likely increase over time.
- ***Two community corrections monitoring positions*** ($189,393) will be eliminated which will mean DOC will no longer be able to review compliance with SB 267 (evidenced-based programs) and monitoring of local community corrections will be reduced.
- Three positions eliminated in the Directors Office will mean that the ***internal audit function within the agency will be discontinued*** ($254,966). This will limit the agency's ability to monitor and oversee its financial and programmatic operations.
- ***Six Lieutenant positions are eliminated within the Inspector General's Office*** ($609,817) which will effectively shut down the Security Threat Management (STM) program which manages over 900 inmates. These Lieutenants act as "probation officers" to inmates who represent the most danger to the safe and secure operation of the institutions. These inmates will no longer be monitored on a daily basis and information will not be collected and shared within the institutions.
- ***Almost half, or 52, of the Lieutenant positions in the Operations Division*** ($4,974,258) will be eliminated. Lieutenants represent the first step in the non-represented security hierarchy. They provide and oversee training, are the first-level supervisors with management oversight of trial service correctional officers as well as provide all evaluations of all line-staff performance. They also oversee special operations such as Tactical Teams within the institutions. DOC asserts the consequences of this reduction include: (1) a decrease in institution readiness and the ability to respond to emergencies; (2) increased overtime schedule and assignment management duties must be picked up by others; (3) violations to the Collective Bargaining Agreements may not be investigated in a timely manner potentially creating labor management issues; and (4) supervisory presence in critical areas or critical times within the prisons will be severely hampered. Most of the Lieutenants in the larger medium prisons will be eliminated leaving Captains to bear almost all of the sworn staff management responsibilities. Responsibilities will also be pushed down to represented staff. As an example, at Snake River (the largest prison in the system with roughly 3,000 inmates), the current staffing for the 3rd shift has one captain, four lieutenants, seven sergeants, two corporals, and 119 correctional officers. If these 52 Lieutenant positions are eliminated there would be one captain, one lieutenant, and the same number of represented staff.

Since most of these positions are filled, the savings from their elimination may be reduced from the costs of laying off employees. Many of these positions have bumping rights back into represented positions which will set off a series of steps which will potentially end up with employees which cost

much less than the eliminated positions being laid off. In addition, other costs like vacation pay-out and unemployment costs have not been fully factored into these estimates.

LFO reviewed these reductions in light of the existing budget reductions and vacant positions as well as the change in employment patterns over the past 10 years. Between the 2001-03 biennium and the current 2011-13 biennium, the total budgeted bed capacity (the basis for what the budget is built on) increased by 3,348, or just under 30%. Institutional staff (does not include health services staff) also increased, but at a much smaller rate of 8%. As a result the number of budgeted beds per employee increased from 4.05 to 4.80, or by 18.5%. The ratio for beds to security staff (Correctional Officers, Sergeants, Corporals, Lieutenants and Captains) increased by 17.6%, but for the non-represented or management Lieutenants and Captains the increase was 30.7% and 28.1%, respectively. For non-sworn management staff (PEM series), the increase was over 34%. Department-wide, there is a similar trend of the number of employees not keeping pace with the growth in budgeted beds for almost all areas other than Health Services and Human Resources; and in areas where the Legislature has made a policy choice to increase the level of services such as Behavioral Health and Transition and Release. Based on information provided by DOC, the management to staff ratios department-wide has increased from 1 to 9.2 in 2001-03 to the current 1 to 10.1. If DOC's proposal to address the $7.9 million gap is implemented, the ratio increases to 1 to 12.1. None of the comparisons above take into account vacant positions – over 340 are now vacant, many of which are management service.

LFO recommends the following actions to meet the $7.9 million target:

- As noted above, use $3.0 million of the General Fund debt refinancing savings to reduce the number of positions as originally proposed by the agency.
- Eliminate the five mangers in the General Services Division and the five nurse management positions as proposed by DOC.
- Eliminate both of the proposed Community Corrections central office positions as well as one additional management level position. This program has two higher level managers and given the other reductions it is appropriate to eliminate one of these two manager positions.
- Retain the internal audit function, but reduce the staff from three to two.
- Eliminate one of the positions in the Government Efficiencies and Communications unit, specifically one that is assigned to work on internal state government activities that other agencies are using existing staff to complete.
- Retain the safety program to insure worker and facility safety as well as to control future workers' compensation costs, but reduce the program by one position.
- Eliminate 24 of the 58 Lieutenant positions proposed by the agency including those that are part of the Security Threat Management program. The agency will need to determine which positions to retain. LFO remains concerned about the number of Lieutenant positions eliminated in its recommendation.

Based on these recommended actions, LFO also recommends a future allocation of $922,918 from the Emergency Fund to offset position eliminations. This amount represents the difference between the DOC targeted General Fund reduction and the net value of the LFO recommended actions. Specifically, the recommended use of the debt service savings and the proposed Emergency Fund allocation are recommended to be used to maintain the safety program and to reduce the number of Lieutenant positions proposed to be eliminated.

The Department of State Police's (OSP) target is $2,541,490 General Fund. To meet this amount, OSP submitted a list of 22 positions for elimination and seven position reclassifications. Generally the positions submitted by the agency are supervisory or management service. These positions are over

Oregon Legislative Emergency Board
Certificate

December 12, 2012

Pursuant to the provisions of ORS 291.328, and acting under the authority of 291.326(1)(a), (b), (c), and (d); 291.371; and 291.375; this hereby certifies that the Emergency Board, meeting on December 12, 2012, took the following actions:

1. Treasurer of State

Deferred to the 2013 legislative session consideration of a request from the Treasurer of State to establish three permanent full-time positions to plan for and initiate replacement of the agency's Local Government Investment Pool Voice Response System, with the understanding that the Treasurer may continue to use existing staff and administratively established positions where necessary to both maintain the functionality of the Voice Response System and to develop a business case for the modernization of the Voice Response System.

2. Judicial Department

Increased the Other Funds expenditure limitation established for the Judicial Department by section 1, chapter 110, Oregon Laws 2012, specialty courts, by $580,000, and increased the Other Funds expenditure limitation established for the Judicial Department by section 2(1), chapter 634, Oregon Laws 2011, Operations, by $380,000 for expenditures of grant renewals.

3. Judicial Department

Increased the Other Funds expenditure limitation established for the Judicial Department by section 13, chapter 110, Oregon Laws 2012, capital improvement, by $110,000 to address deferred maintenance issues with the Supreme Court Building.

4. Oregon Health Authority

Approved the transfer of General Fund appropriations, increased Other Funds expenditure limitations, increased Federal Funds expenditure limitations, and authorized the establishment of 72 positions (18.77 FTE) for the Oregon Health Authority; with the understanding that the Department of Administrative Services will unschedule General Fund, and Other Funds and Federal Funds expenditure limitation; per the attached table.

5. Oregon Health Authority

Acknowledged receipt of a report from the Oregon Health Authority on the agency's efforts to pursue a competitive bidding process for generic drugs within the Medicaid program.

6. Department of Human Services

Allocated $40,097,207 from the special purpose appropriation made to the Emergency Board by section 15(1), chapter 110, Oregon Laws 2012, to supplement appropriations made to the Department of Human Services, approved the transfer of General Fund appropriations, increased and transferred Other Funds expenditure limitations, and increased Federal Funds expenditure limitations; with the understanding that the Department of Administrative Services will unschedule General Fund and Other Funds expenditure limitation; per the attached table.

7. Department of Corrections

Approved, retroactively, the submission of a federal grant application by the Department of Corrections to the U.S. Department of Justice in the amount of $191,768 for the Circles of Support and Accountability (COSA) Training and Technical Assistance Project.

8. Department of Corrections

Approved, retroactively, the submission of a federal grant application by the Department of Corrections to the U.S. Department of Justice in the amount of $291,797 to provide advanced-level skills training for probation officers.

9. Department of Corrections
Oregon Health Authority

Acknowledged receipt of a report from the Department of Corrections and Oregon Health Authority on the purchase of pharmaceutical drugs for the inmate health services program, with the understanding that the agencies will report by April 2013 on steps taken to reduce the cost of pharmaceuticals, which could include, but is not limited to: a) utilizing the Oregon Prescription Drug Program (OPDP), b) working with the Oregon Health Authority to explore 340-B eligibility, and c) resolving whether non-drug supplies can be purchased through OPDP or multiple group purchasing organizations.

10. Department of Justice

Allocated $1,102,857 from the special purpose appropriation made to the Emergency Board by section 57(1), chapter 600, Oregon Laws 2011, to supplement the appropriation made to the Department of Justice by section 1, chapter 575, Oregon Laws 2011 for ongoing legal costs associated with the defense of the revenue stream from the Master Settlement Agreement.

11. Military Department

Increased the Other Funds expenditure limitation established for the Military Department by section 2(4), chapter 623, Oregon Laws 2011, Community support, by $133,355 for 2012 fire season expenses.

12. Military Department

Increased the Other Funds expenditure limitation established for the Military Department by section 2(4), chapter 623, Oregon Laws 2011, Community support, by $300,000, and increased the Federal Funds expenditure limitation established for the Military Department by section 3(3), chapter 623, Oregon Laws 2011, Community support, by $650,000 for the Oregon Youth Challenge Program.

13. Department of Public Safety Standards and Training

Approved the submission of a federal grant application by the Department of Public Safety Standards and Training to the White House Office of National Drug control Policy in the amount of $100,000 for the Oregon High Intensity Drug Trafficking Area Training Initiative; and increased the Federal Funds expenditure limitation established for the Department of Public Safety Standards and Training by section 3, chapter 586, Oregon Laws 2011, by $50,000.

15. Housing and Community Services Department

Approved the submission of a federal grant application by the Housing and Community Services Department to the U.S. Department of Housing and Urban Development for a National Foreclosure Mitigation Counseling grant of up to $807,804 to provide foreclosure intervention counseling to owner-occupants of single-family properties who are delinquent on their mortgages and/or at risk of default or foreclosure.

16. Department of Forestry

Acknowledged receipt of a report from the Department of Forestry on the 2012 fire season; allocated $2,660,983 from the special purpose appropriation made to the Emergency Board by section 6(1), chapter 537, Oregon Laws 2011, for fire protection expenses, to supplement the appropriation made to the Department of Forestry by section 1(1), chapter 537, Oregon Laws 2011, Fire protection; and deferred to the 2013 legislative session consideration of the request for an allocation of $22,093 from the general purpose Emergency Fund.

17. Department of Fish and Wildlife

Increased the Federal Funds expenditure limitation established for the Department of Fish and Wildlife by section 4(2), chapter 573, Oregon Laws 2011, Wildlife Division, by $1,219,834; increased the Federal Funds expenditure limitation established for the Department of Fish and Wildlife by section 4(1), chapter 573, Oregon Laws 2011, Fish Division, by $1,555,846; and authorized the establishment of three limited duration positions (0.75 FTE) and the reclassification of two positions; to accommodate unanticipated federal revenues and to complete federal contracts.

18. Department of Agriculture

Deferred to the 2013 legislative session consideration of the request by the Department of Agriculture for an allocation of $446,040 from the general purpose Emergency Fund to fund research on issues surrounding growing of canola.

19. Department of Agriculture

Increased the Federal Funds expenditure limitation established for the Department of Agriculture by section 4(2), chapter 409, Oregon Laws 2011, Natural resources, by $101,200 for a grant to help meet Korea's phytosanitary requirements for importation of blueberries.

20. Department of Agriculture

Acknowledged receipt of a report from the Department of Agriculture on use of emergency funds approved at the September 2012 meeting of the Emergency Board to help those affected by rangeland fires in Southeast Oregon.

22. Department of Environmental Quality

Increased the Federal Funds expenditure limitation established for the Department of Environmental Quality by section 5(1), chapter 536, Oregon Laws 2011, Air quality, by $900,000, and authorized within the Federal Funds expenditure limitations established for the Department of Environmental Quality by section 5, chapter 536, Oregon Laws 2011, the transfer $300,000 from subsection (4), Cross program, to subsection (1), Air quality, for final payments of diesel engine and exhaust improvement grants and purchase of air quality monitoring equipment.

23. Parks and Recreation Department

Approved, retroactively, the submission of a federal grant application by the Parks and Recreation Department to the U.S. Fish and Wildlife Service in the amount of $60,000 to enhance the Sullivan Gulch Channel.

24. Department of Aviation

Increased the Other Funds Capital Construction expenditure limitation established for the Department of Aviation by section 1(10)(d), chapter 742, Oregon Laws 2007, and increased by section 1(1), chapter 79, Oregon Laws 2012, by $48,000, for the Chiloquin Apron Rehabilitation, Obstruction Removal and Lighting project.

25. Department of Transportation

Approved, retroactively, the submission of a federal grant application by the Department of Transportation to the Federal Motor Carrier Safety Administration in the amount of $154,824 to support agency efforts to comply with revised federal regulations for Commercial Driver Licenses and Commercial Learner Permits.

26. Department of Transportation

Approved, retroactively, the submission of a federal grant application by the Department of Transportation to the Federal Transportation Administration in the amount of $2,400,000 to construct a trail between Warren Creek and Lindsey Creek State Park.

27. Department of Transportation

Increased the Other Funds Capital Construction expenditure limitation established for the Department of Transportation by section 1(5), chapter 615, Oregon Laws 2011, Portland drive testing center, by $4,187,246 for facility upgrade and remodeling.

28. Department of Transportation

Increased the Federal Funds expenditure limitation established for the Department of Transportation by section 3(4), chapter 542, Oregon Laws 2011, Public transit, by $12,800,000 for federal transit grant reimbursement to local recipients, and increased the Other Funds expenditure limitation established for the Department of Transportation by section 2(13), chapter 542, Oregon Laws 2011, Public transit, by $900,000 for federal cost allocation.

29. Department of Administrative Services

Acknowledged receipt of a report from the Department of Administrative Services on Improving Government expenditures that were not anticipated in its legislatively adopted budget for 2011-13, with instructions that the Department: a) unschedule the $2 million designated for scoping the HR system replacement project until the scoping project and the replacement project are reviewed by the appropriate legislative committee, b) report during its 2013-15 budget request hearing to the Joint Committee on Ways and Means on savings and outcomes achieved by the other eleven Improving Government projects, and c) report to the Joint Committee on Ways and Means as soon as the final costs of the steam tunnel repair project are known and request the inclusion of a capital construction project to the list of 2011-13 approved projects, if necessary.

30. Department of Administrative Services

Established for the 2011-13 biennium an Other Funds expenditure limitation for the Department of Administrative Services in the amount of $11,965,254 for distributions to taxing districts from the Shared Services Fund.

31. Department of Administrative Services

Acknowledged receipt of a report from the Department of Administrative Services on the coordination of funding requests related to removal of debris from Oregon's beaches created by the tsunami that devastated Japan in March 2011.

32. Citizens' Initiative Review Commission

Acknowledged receipt of a report from the Citizens' Initiative Review Commission on the 2012 initiative review process.

33. Bureau of Labor and Industries

Allocated $76,069 from the Emergency Fund established by section 1, chapter 600, Oregon Laws 2011, to supplement the appropriation made to the Bureau of Labor and Industries by section 1, chapter 576, Oregon Laws 2011 to fund two positions in the Wage and Hour Division until the end of the biennium, and requested that an equivalent amount of Wage Security and Prevailing Wage Rate funds be reallocated back to the General Fund during the 2013 legislative session.

34. Bureau of Labor and Industries

Increased the Federal Funds expenditure limitation established for the Bureau of Labor and Industries by section 4, chapter 576, Oregon Laws 2011, by $41,123 for increased caseload and program costs in federal contracts with the Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development.

35. Oregon Liquor Control Commission

Acknowledged receipt of a report from the Oregon Liquor Control Commission on sales, revenue, and available expenditure limitation related to agents' compensation and credit card fees, as directed by budget note.

36. Office of the Governor
Employment Department

Approved, retroactively, the submission of a federal grant application by the Office of the Governor to the U.S. Department of Education and the U.S. Department of Health and Human Services in the amount of $20.5 million for a Race-To-The-Top grant; increased the Federal Funds expenditure limitation established for the Office of the Governor by section 135, chapter 37, Oregon Laws 2012, Early Learning Council and Youth Development Council, by $1,223,658; increased the Other Funds expenditure limitation established for the Employment Department by section 2(1), chapter 339, Oregon Laws 2011, Operating budget, by $1,658,526; and authorized the establishment of three limited duration positions (0.39 FTE) in the Governor's Office for the Early Learning Council and two limited duration positions (0.26 FTE) in the Employment Department for the 2011-13 biennium activities under this federal grant; with the understanding that the Department of Administrative Services will unschedule the limitation increases until the funds are received from the federal government.

37. Office of the Governor

Increased the Other Funds expenditure limitation established for the Office of the Governor by section 134, chapter 37, Oregon Laws 2012, Early Learning Council and Youth Development Council, by $825,616 to cover expenditures.

39. Legislative Fiscal Office

Transferred unallocated balances in the amount of $24,968,138 from special purpose appropriations made to the Emergency Board to the general purpose appropriation legal citation, per the attached table.

/s/ Ken Rocco

Ken Rocco, Legislative Fiscal Officer

OREGON HEALTH AUTHORITY 2011-13
December 2012

Division/Appropriation Reference	Fund Type	Adjustments to Legislatively Approved Budget	Adjustments to Position Authority
Transfers, Allocation, Establishments, and Expenditure Limitation Adjustments:			
Programs			
Ch 580 1(1)	General	(678,149)	
Ch 580 2(1)	Other Limited	330,398,308	
Ch 580 4(1)	Federal Limited	98,237,280	
	Total	427,957,439	22 positions / 6.27 FTE
Central Services			
Ch 580 1(2)	General	678,149	
Ch 580 2(2)	Other Limited	451,206	
Ch 580 4(2)	Federal Limited	30,714,336	
	Total	31,843,691	50 positions / 12.50 FTE
Department Total			
	General	-	
	Other Limited	330,849,514	
	Federal Limited	128,951,616	
	Total	459,801,130	72 positions / 18.77 FTE
Ch 580 5(3)	Other Non-limited	21,320,100	
Request Department of Administrative Services to unschedule:			
Programs			
Ch 580 1(1)	General Fund	5,237,309	
Shared Services			
Ch 580 2(3)	Other Limited	1,444,016	
Central Services			
Ch 580 4(2)	Federal Limited	10,000,000	

DEPARTMENT OF HUMAN SERVICES 2011-13			
December 2012			
Division/Appropriation Reference	**Fund Type**		**Adjustments to Legislatively Approved Budget**
Transfers, Allocations, and Expenditure Limitation Adjustments:			
Children, Adults and Families			
Ch 621 1(2), OL 2011	General		15,208,014
Ch 621 2(2), OL 2011	Other		(6,136,367)
Ch 621 3(2), OL 2011	Federal		18,987,971
	Total		28,059,618
Seniors and People with Disabilities			
Ch 621 1(3), OL 2011	General		25,763,775
Ch 621 2(3), OL 2011	Other		7,665,889
Ch 621 3(3), OL 2011	Federal		67,721,385
	Total		101,151,049
Central Services			
Ch 621 1(1), OL 2011	General		101,918
Ch 621 2(1), OL 2011	Other		60,000,000
	Total		60,101,918
Debt Service			
Ch 621 1(4), OL 2011	General		(976,500)
Shared Services			
Ch 621 2(4), OL 2011	Other		3,450
Department Total			
	General		40,097,207
	Other		61,532,972
	Federal		86,709,356
	Total		188,339,535
Request Department of Administrative Services to unschedule:			
Central Services			
Ch 621 1(1), OL 2011	General		101,918
Ch 621 2(1), OL 2011	Other		60,000,000

Special Purpose Appropriation Transfer Detail

Oregon Laws 2011 Chapter/Section	Agency/Purpose	Amount
Chapter 625, sec. 6(1)	Department of Revenue - Elderly Rental Assistance Program payments	(300,000)
Chapter 600, sec. 57(1)	Department of Justice - Tobacco Master Settlement Agreement litigation and Defense of Criminal Convictions program	(897,143)
Oregon Laws 2012 Chapter/Section	**Agency/Purpose**	
Chapter 110, sec. 15(1)	Various Agencies - Allotment mitigation, home foreclosure, human services caseload costs	(12,270,995)
Chapter 110, sec. 16(1)	Various Agencies - Allotment mitigation for Community College Support Fund, Department of Education Grant-in-Aid, Oregon Health and Sciences University	(10,000,000)
Chapter 110, sec. 4(1)	Public Defense Services Commission - Trial level public defense	(1,500,000)
Total transfers from special purpose appropriations		(24,968,138)
Chapter 600, sec. 1, OL 2011	Emergency Board -- General Purpose	24,968,138
Net General Fund Change		0

Department of Corrections
Budget Summary Graphics

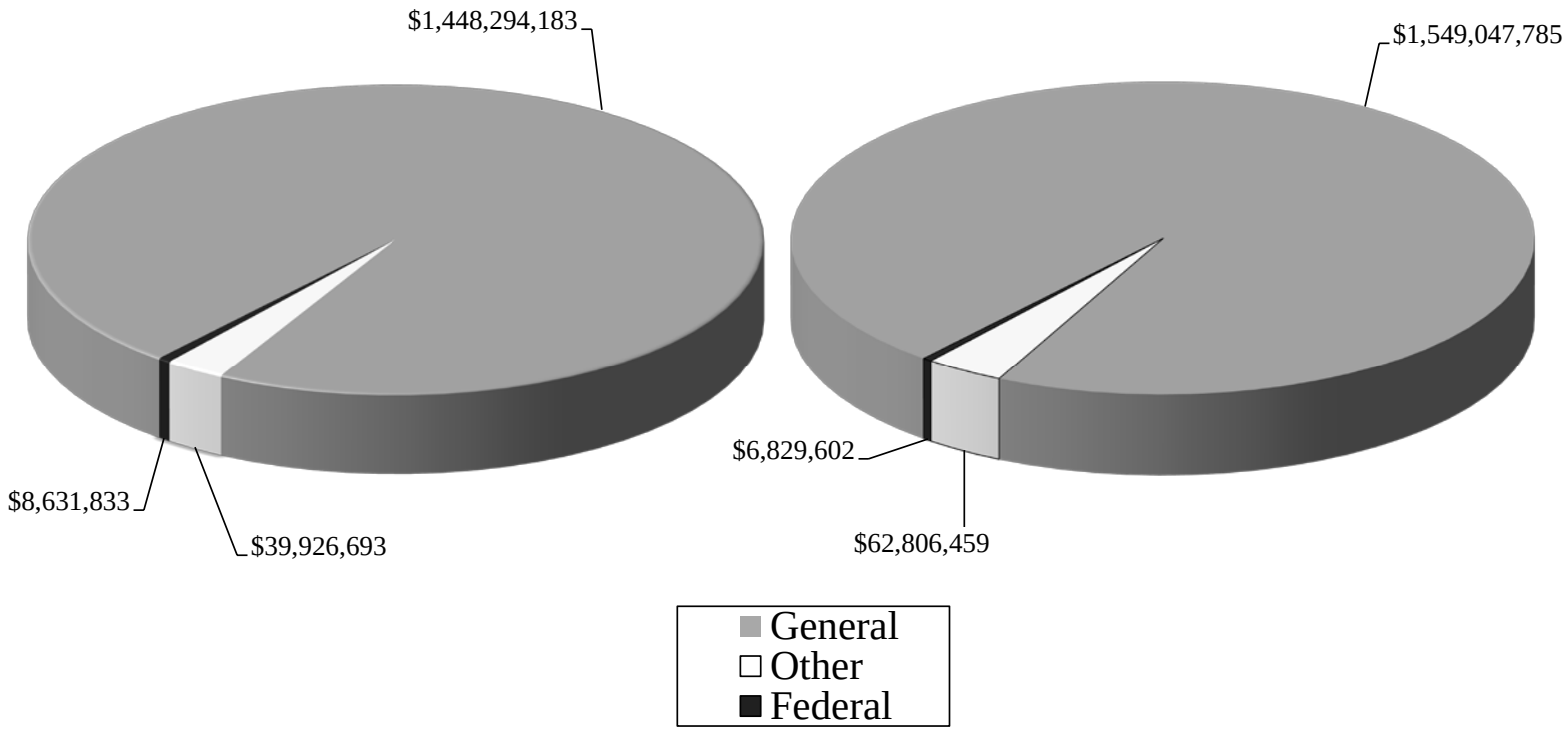
Oregon Department of Corrections

All Funds

Comparison between 2013-15 Legislatively Approved Budget and 2015-17 Governor's Balanced Budget

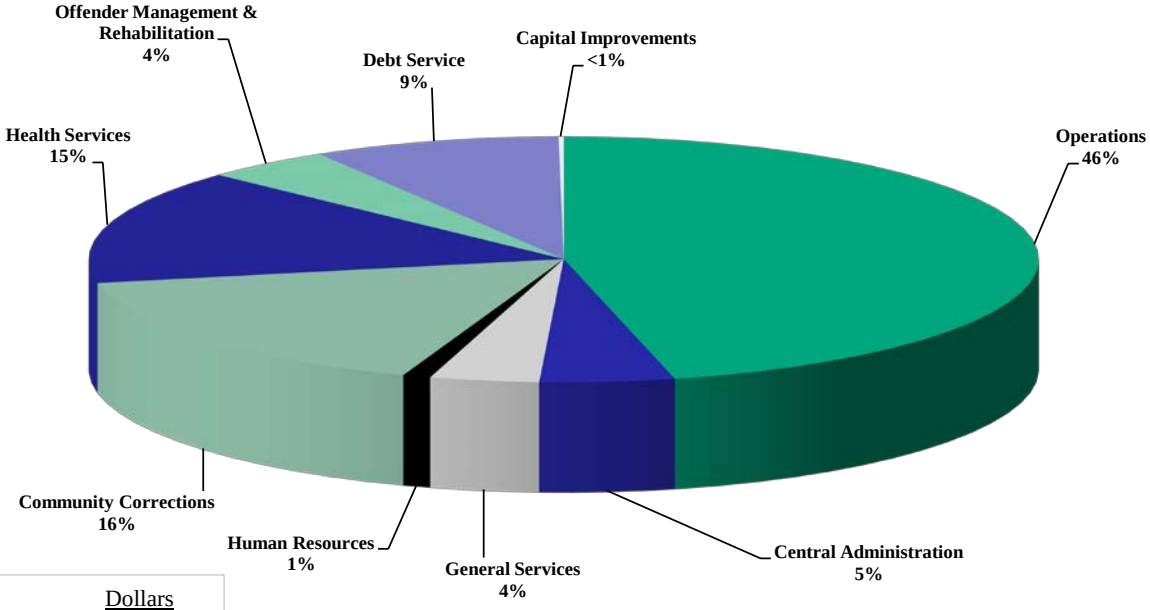
2013-15 Legislatively Approved Budget
Total $1,496,852,709

2015-17 Governor's Balanced Budget
Total $1,618,683,846



Oregon Department of Corrections

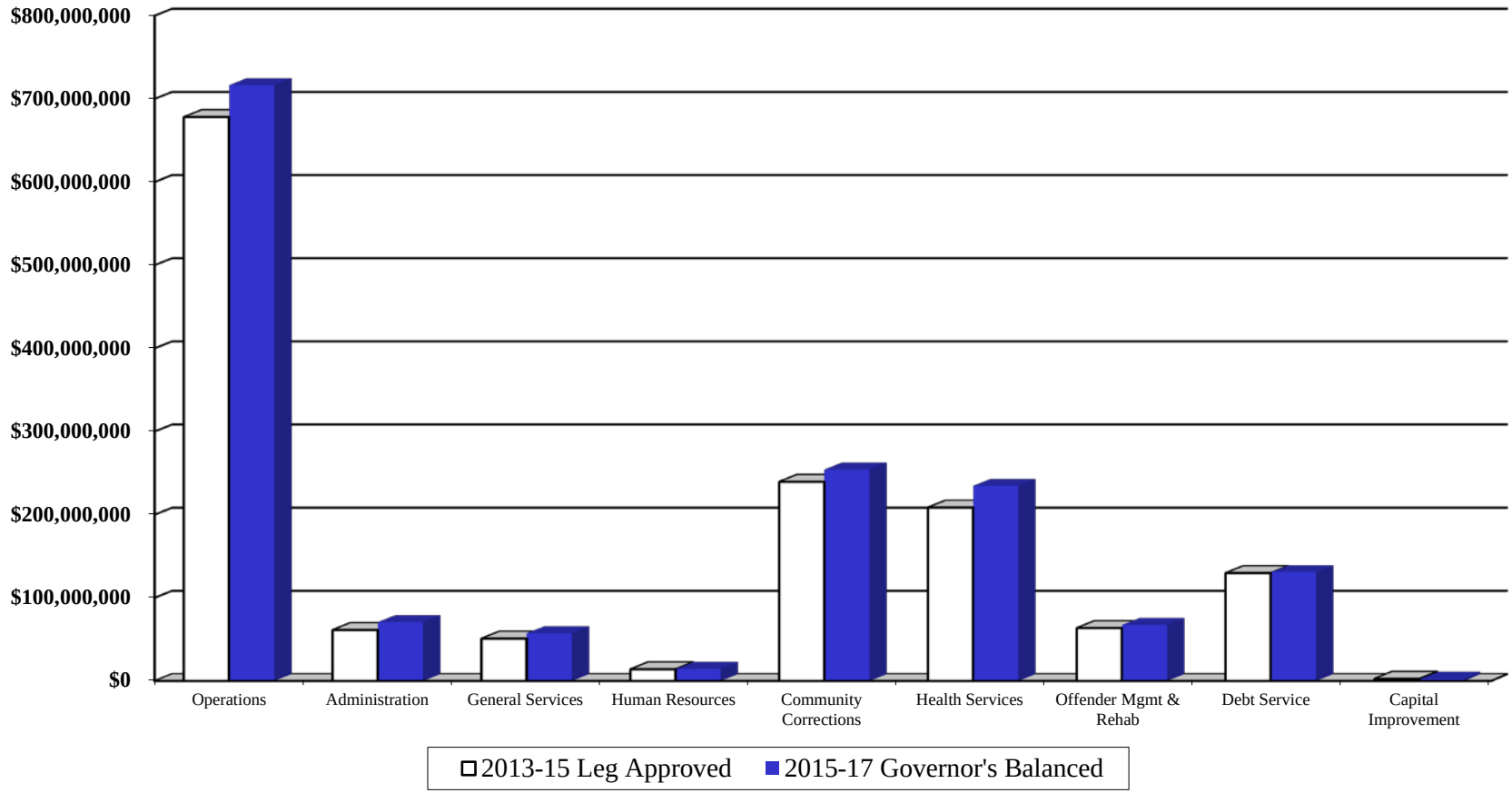
2015-17 Governor's Balanced Budget
General Fund Budget by Division



Division	Dollars
Operations	$ 716,435,023
Central Administration	70,827,378
General Services	57,380,984
Human Resources	14,596,706
Community Corrections	254,216,749
Health Services	234,590,095
Offender Mgmt & Rehab	67,379,193
Debt Service	130,897,616
Capital Improvements	2,724,041
Total	$1,549,047,785

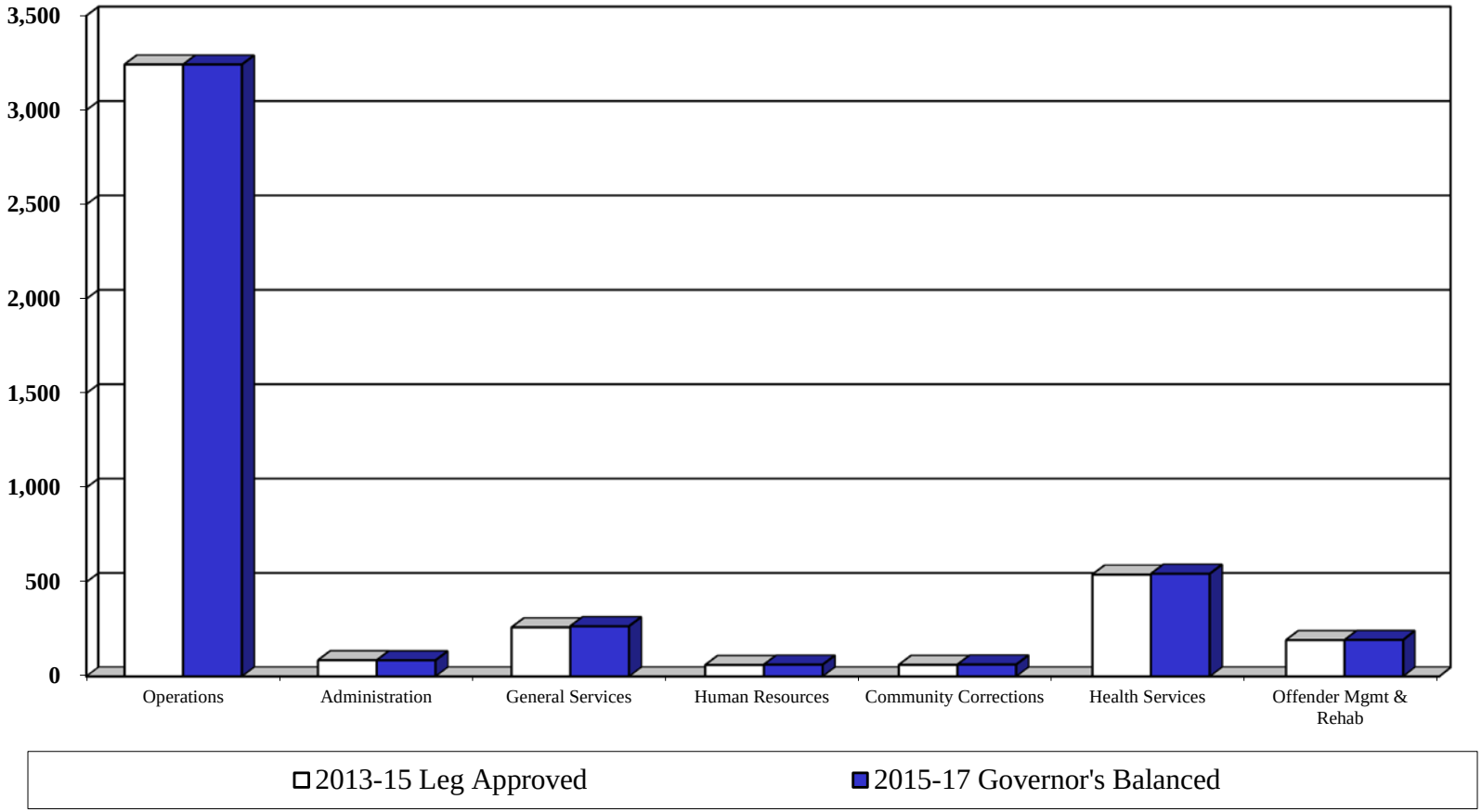
Oregon Department of Corrections
General Fund

Comparison between 2013-15 Legislatively Approved Budget and 2015-17 Governor's Balanced Budget



Oregon Department of Corrections
Full Time Equivalent (FTE)

Comparison between 2013-15 Legislatively Approved Budget and 2015-17 Governor's Balanced Budget

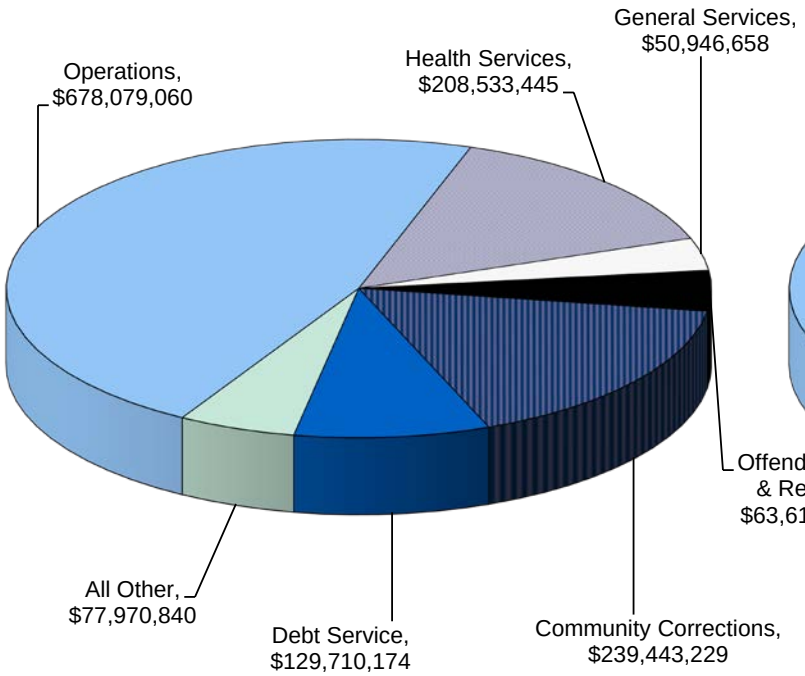


Oregon Department of Corrections

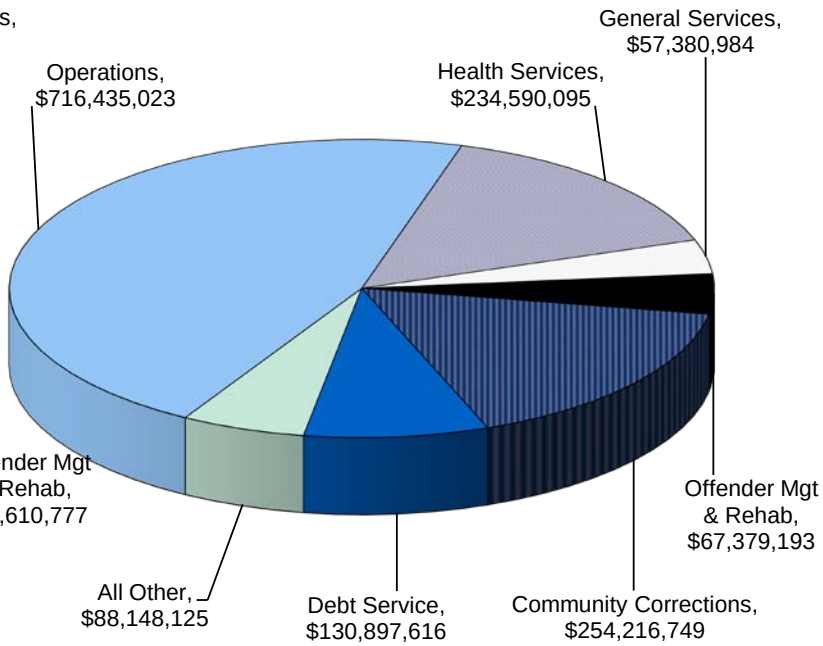
General Fund

Comparison between 2013-15 Legislatively Approved and 2015-17 Governor's Balanced Budget

2013-15 Legislatively Approved
Total $1,448,294,183



2015-17 Governor's Balanced Budget
Total $1,549,047,785



BUDGET NARRATIVE

Mission Statement & Statutory Authority

The Oregon Department of Corrections (DOC) operates under the authority of Oregon Revised Statute (ORS) Chapter 423 and Oregon Administrative Rules 291.001 to 291-208 to:

- Supervise the management and administration of the Department of Corrections' institutions, parole and probation services, community corrections and other functions related to state programs for corrections.

- ORS 423.475 modifies the responsibilities through establishment of a partnership agreement with counties whereby the counties assume responsibility for felony offenders sentenced or sanctioned to a term of incarceration of 12 months or less; plus, those felony offenders on parole, probation, or post-prison supervision. (Subject to the state agreeing to provide adequate funding to the counties for those responsibilities. If a county "opts out" of the agreement, the responsibility for these functions returns to the state. Douglas and Linn Counties made that choice during the 2003-2005 biennium.)

The Oregon Constitution, Article 1, Bill of Rights, establishes the fundamental principles of Oregon's Criminal Justice System:

> *Section 15. Foundation principles of criminal law. Laws for the punishment of crime shall be founded on these principles, protection of society, personal responsibility, accountability for one's actions, and reformation.*

The mission of the Department of Corrections incorporates both the responsibility for public safety, and the constitutional tenets set forth above:

> *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.*

As an agency, DOC values:

- Integrity and professionalism
- Dignity and respect
- Safety and wellness
- Fact-based decision making
- Positive change
- Honoring our history
- Stewardship

Agency Strategic/Business Plan

To accomplish its mission, the Department of Corrections continues to move forward with its business strategy, the Oregon Accountability Model (OAM). The OAM consists of six separate elements that stand alone, but when combined, provide a foundation for a continuum of success for offenders from the time they enter DOC doors until the day they release. It is a system that supports both the front and back end of DOC's business.

1. Transition begins at intake when an individualized correctional plan is developed for each adult in custody that addresses his or her criminal risk factors in order to enhance successful reintegration into the community and reduce recidivism.
2. Staff holds adults in custody accountable by providing both positive and negative consequences to behavior, by modeling pro-social behavior, and by guiding adults in custody toward pro-social behavior in concert with their corrections plans and individualized interventions.
3. Adults in custody prepare for community living through specific interventions related to their corrections plans, such as work, education, and focused treatment and re-entry programs.
4. Adults in custody have the opportunity to develop healthy relationships with their families and children in order to build pro-social community support and break the intergenerational cycle of crime.
5. Transition from incarceration to community is carefully planned and coordinated with adults in custody, community stakeholders, and community corrections.
6. Supervision in the community – consistent with the corrections plan and these principles – is essential to reducing recidivism for those released from prison.

Successful implementation of OAM has helped Oregon achieve one of the lowest recidivism rates in the country, measured by Oregon Benchmark number 64 (percentage of paroled adult offenders convicted of a new felony within three years of initial release). This benchmark measures the effectiveness of incarceration, treatment and re-entry programs, and community supervision. DOC will continue to implement OAM to realize further improvement.

Building on OAM, DOC will continue to implement Correctional Case Management (CCM) to realize even further improvements. CCM is a DOC strategic initiative designed to target limited agency resources and treatment towards adults in custody who are at the highest risk of returning to prison. Alongside these targeted intervention strategies is the critical role agency staff play in the process of achieving offender success. Every contact between staff and adults in custody is important, no matter the capacity in which a particular staff member works – the management of adults in custody is a collective responsibility. CCM provides the framework and the opportunity for DOC employees and partners to build a sustainable system that affords adults in custody positive opportunities for change, protects the public's safety, and reduces the numbers of individuals rotating through the criminal justice system.

Approximately 93 percent of adults in custody will be released and return to the community. Effectively transitioning adults in custody is essential if the department is to reduce victimization, enhance public safety, and control the increasing cost of incarceration. The department's leadership will continue to emphasize the critical need for cooperation with other public and non-profit stakeholders to accomplish successful inmate transition by improving communication, targeting programs, and directing resources to the adults in custody with the greatest risk to re-offend.

Agency Process Improvement Efforts

Building on DOC's business philosophy (the OAM), the agency has completed a full review of agency operations as part of its ongoing strategic planning. From there, DOC created an agency-wide fundamentals map and scorecard, through which it is setting targets and measuring outcomes in all areas of its business. This initiative is called CORE – Correctional Outcome through Research and Engagement. CORE is essentially DOC's performance management system. It allows the agency to use data to measure how it is doing and empower employees to make decisions and solve problems.

CORE is allowing the agency to know how it is doing at every level of the business on an ongoing basis from how it manages contracts, to release planning, to escapes. Through Quarterly Target Reviews (QTRs), the agency monitors where it is in the green (on target), yellow (just off target), and red (significantly off target). Based on those measures in yellow and red, the agency is putting action plans in place to improve in those areas.

Through CORE, the agency is better able to identify and mitigate risks, develop its workforce, and manage workload. The name reflects what is unique about DOC's organizational review: It is helping the agency become more agile, flexible, and focused on achieving the best possible correctional outcomes for the people of Oregon. The last two letters of CORE – research and engagement – reflect the fact that DOC's success depends on a robust focus on evidence-based decision making and the participation and support of its knowledgeable and dedicated workforce.

The expected outcomes of CORE include:

- Increased efficiencies and improved outcomes.
- More fact-based/data-driven decisions and actions.
- Improved transparency.
- Enhanced teamwork and collaboration.
- A common language to operate the organization.
- Increased ownership and accountability.

2015-17 Short-Term Plan

Program Descriptions

The operating budget for the Department of Corrections is organized into seven Program Units for budget presentation. The seven Program Units are (003) - Operations, (004) - Central Administration, (006) - General Services, (008) - Human Resources, (009) - Community Corrections, (010) - Health Services, and (011) - Offender Management & Rehabilitation.

Separate tracking is provided in other Program Unit Narratives for (086) - Debt Service, (088) - Capital Improvement, and (089) - Capital Construction.

In addition, the administrator of Oregon Corrections Enterprises reports to the DOC Director. Although OCE's budget is separate from DOC's budget, a description of OCE is included at the end of this section.

Operations

The Operations Division is responsible for the overall security, housing, and daily operations of Oregon's incarcerated adult felony inmates (and juveniles sentenced under Measure 11, [1994]). The division generally operates under Oregon Revised Statute (ORS) Chapter 179 and ORS Chapter 421. The Operations Division is under the direction of an Assistant Director with four administrative units:

1. Institutions – DOC currently has 14 active prisons and two deactivated prisons.

   Active
   - Oregon State Penitentiary (OSP), Salem
   - Oregon State Correctional Institution (OSCI), Salem
   - Mill Creek Correctional Facility (MCCF), Salem
   - Santiam Correctional Institution (SCI), Salem
   - Columbia River Correctional Institution (CRCI), Portland
   - South Fork Forest Camp (SFFC), Tillamook
   - Shutter Creek Correctional Institution (SCCI), North Bend
   - Eastern Oregon Correctional Institution (EOCI), Pendleton
   - Coffee Creek Correctional Facility (CCCF), Wilsonville
   - Powder River Correctional Facility (PRCF), Baker City
   - Snake River Correctional Institution (SRCI), Ontario

- Two Rivers Correctional Institution (TRCI), Umatilla
- Warner Creek Correctional Facility (WCCF), Lakeview
- Deer Ridge Correctional Institution (DRCI), Madras (Minimum)

Inactive

- Deer Ridge Correctional Institution (DRCI), Madras (Medium Inactive)
- Oregon State Penitentiary (OSP), Salem (Minimum – deactivated October 2010)

2. Transport - responsible for all inmate transport (medical appointments, court appointments, programming needs, interstate compact transfers, etc.) and coordination of institution security audits, oversight of the Tactical Emergency Response Teams (TERTs), and oversight of Crisis Negotiator Teams (CNTs).

3. Central Services - includes central budget management, automation, policy development, food service administration, and emergency preparedness.

4. Health Services - includes Medical Services, Dental Services, Behavioral Health Services and Pharmacy.

General Fund appropriations are the primary funding source for the Operations Division, with some Other Fund support from sources such as the Inmate Welfare Fund. Limited Federal Funds are also assumed from the State Criminal Alien Assistance Program grant.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$740,538,138	3,337	3,319.60
Other Funds	10,055,122	23	23.00
Total Funds	$750,593,260	3,360	3,342.60

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$716,435,023	3,236	3,218.60
Other Funds	10,054,808	23	23.00
Total Funds	$726,489,831	3,259	3,241.60

Central Administration

Central Administration includes the Office of the Director, Office of Internal Audits, Office of Planning and Budget, Government Efficiencies & Communications Office, Office of Research & Projects, Diversity and Inclusion, and the Office of the Inspector General.

Central Administration provides overall leadership to the agency through the DOC Policy Group, which is composed of the agency's assistant directors and the administrators who report to the Director's Office. As the agency continues to grow in size and complexity, greater capacity for planning, coordination across the respective divisions, and more sophisticated administrative practices are necessary. As a result, Central Administration continues to focus on administrative effectiveness, accountability, mitigating risk, and strengthening internal and external communication. Further driving program objectives and services is the continued implementation of the Oregon Accountability Model (OAM) and CORE.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$89,038,026	90	89.50
Other Funds	1,152,991	3	3.00
Federal Funds	972,128	0	0.00
Total Funds	$91,163,145	93	92.50

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$70,827,378	83	82.50
Other Funds	1,276,379	3	3.00
Federal Funds	972,128	0	0.00
Total Funds	$73,075,885	86	85.50

General Services

The General Services Division is the backbone of DOC, providing services that are fundamental to its day-to-day operations. General Services includes:

- Distribution Services – provides primary logistical support for correctional facilities, including managing statewide inventory of expendable and non-expendable goods, food product inventories, and the transport of these goods to the institutions, as well as delivery of other direct care items to adults in custody (clothing, hygiene, and general sanitation items).
- Facilities Services – administers repair and maintenance programs for existing institutions.
- Fiscal Services – procurement, contracts, accounting, payroll, inmate trust, fiscal systems, and business functions.

- Information Technology Services – develops and maintains software and databases that support offender management, inmate programming, and key agency business functions.

These services support the foundation upon which the Department operates safe, secure, and civil institutions aimed at holding offenders accountable and reducing the risk of future criminal behavior.

In addition, the General Services division has taken on coordination of the department's sustainability efforts, of which there are many, including:

- Expanded recycling programs and the creation of a fully-functional central recycling center.
- Replacing fluorescent lighting with LED lighting.
- Switching to more fuel-efficient vehicles.
- Implementing organic gardening programs to supplement institution menus and provide meaningful work and education to adults in custody.

The benefits of employing sustainable strategies go beyond cost savings. It provides meaningful work opportunities for adults in custody, and reduces the environmental impact of doing business.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$58,386,430	233	229.43
Other Funds	10,110,425	42	41.73
Total Funds	$68,496,855	275	271.16

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$57,380,984	234	232.43
Other Funds	8,110,305	34	33.73
Total Funds	$65,491,289	268	266.16

Human Resources

The Human Resources (HR) Division develops and implements a comprehensive, full-service HR program that will enable the department to effectively recruit, develop, and retain a highly-qualified and rapidly growing workforce of more than 4,600 employees,

contractors, and volunteers. Of major concern (and described later in this document) is the fact that 53 percent of DOC employees are eligible to retire within five years and 35 percent of DOC employees are eligible to retire today.

The HR division has four primary sections:

- Professional Development – Coordinates staff training statewide, including the Basic Corrections Course for new corrections officers, new employee orientation for all new employees, annual in-service training, and all other courses delivered in the classroom or online.
- Employee Relations – leads application of collective bargaining agreements, conducts personnel investigations, ensures HR policies are updated and followed, and delivers HR advice, guidance, and training.
- Labor Relations – manages and negotiates five collective bargaining agreements, fosters labor-management collaboration, leads arbitration preparation, and manages grievances, Unfair Labor Practices, and Demand-to-Bargain suits.
- Human Resource Functions – responsible for recruitment and background checks, classification and compensation, Family Medical Leave Act and Oregon Family Medical Leave Act, and personnel records.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$16,436,538	73	72.50
Other Funds	5,150	0	0.00
Total Funds	$16,441,688	73	72.50

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$14,596,706	63	62.50
Other Funds	5,150	0	0.00
Total Funds	$14,601,856	63	62.50

Community Corrections

The Community Corrections Division provides funding for the management and supervision of approximately 32,000 felony offenders sentenced to probation, parole, or post-prison supervision, and offenders sentenced to 12 months or less of incarceration. Community corrections supervision and programs are provided directly by the state in two counties (Douglas and Linn), or by the counties through intergovernmental agreement with DOC.

This division is responsible for the statewide coordination and oversight of community corrections activities at the county level, including monitoring compliance with applicable laws and administrative rules. The program has the statutory responsibility to evaluate community corrections policies, to annually review counties' compliance with the intergovernmental agreement, and to offer technical assistance when needed to gain compliance. In addition, the Community Corrections Division provides consultation and technical assistance to local agencies regarding community corrections options and effectiveness, facilitates communication and problem solving among counties, and organizes training activities specific to community corrections work.

The Community Corrections Division also:

- Operates the interstate compact program (processing applications for transfer of community supervision to and from other states, as well as prisons releases to other states).
- Oversees the department's Short-Term Transitional Leave Program.
- Provides jail inspections, which include on-site evaluation of 95 adult jail and juvenile detention facilities in counties and municipalities.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$271,672,112	66	66.33
Other Funds	6,757,387	0	0.00
Federal Funds	300,551	0	0.00
Total Funds	$278,730,050	66	66.33

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$254,216,749	63	63.33
Other Funds	6,757,387	0	0.00
Federal Funds	300,551	0	0.00
Total Funds	$261,274,687	63	63.33

Health Services

The Health Services section provides legally mandated medical, dental, mental health, and pharmacy services to the entire offender population. To accomplish this task effectively and efficiently, the department uses a managed care model, which is similar in some ways to a coordinated care model. This managed model of care stresses:

- On-site primary care with early intervention and prevention

- Coordinated care and management of diseases
- Controlled access to specialists and specialist procedures
- Restricted pharmacy medication formulary
- Chronic disease management
- Controlled utilization
- Utilization review and claims review

DOC maintains a team of professionals that includes Physicians, Nurse Practitioners, Physician Assistants, Registered Nurses, Dentists, Psychiatrists, Mental Health Specialists, Pharmacists, as well as other licensed professionals.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$237,399,347	579	558.45
Other Funds	625,144	0	0.00
Federal Funds	4,437,428	0	0.00
Total Funds	$242,461,919	579	558.45

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$234,590,095	563	543.99
Other Funds	625,144	0	0.00
Federal Funds	4,437,428	0	0.00
Total Funds	$239,652,667	563	543.99

Offender Management and Rehabilitation

The Offender Management and Rehabilitation (OMR) Division is responsible for carrying out the Department of Corrections (DOC) mission to reduce the risk of future criminal behavior. The division encompasses all the units that are involved from the day an individual enters DOC custody to the day he/she leaves. This is based on the philosophy that transition back to the community begins on day one in prison.

The OMR Division includes the following sub-units:

- Intake – processes all individuals sentenced to the custody of DOC, conducts individualized assessments, and collaborates with other DOC units to develop individualized case plans.

- Offender Information and Sentence Computation (OISC) – ensures accurate sentence computation, provides sentencing information to law enforcement agencies and the public, processes subpoenas, and maintains all offender records in the state.
- Office of Population Management (OPM) – ensures the efficient movement and housing of all adults in custody in state, out-of-state, in other jurisdictions, and those with special needs.
- Programs and Volunteer Services – responsible for the overall planning, coordination, and management of the department's treatment and behavioral change programs, along with the statewide volunteer program.
- Education and Training – provides a continuum of education, including Adult Basic Skills Development (ABE, GED, ESL), vocational training, community college and industry standard certificate programs, and apprenticeship and certifications.
- Religious and Victim Services – provides a wide range of faith-based services, provides pastoral counseling, provides crime victim services, and facilitates the Home for Good program.
- Inmate and Community Advocacy – oversees quality of life and rights issues for adults in custody, and serves as a liaison between the department and the community.
- Transition and Re-Entry – coordinates release planning efforts, assists releasing adults in custody in obtaining identification and applying for state and federal benefits, and provides skills-based transition programming.

2015-17 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$68,903,739	201	199.50
Other Funds	9,510,156	0	0.00
Federal Funds	0	0	0.00
Total Funds	$78,413,895	201	199.50

2015-17 Governor's Balanced Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$67,379,193	195	193.50
Other Funds	9,510,156	0	0.00
Federal Funds	0	0	0.00
Total Funds	$76,889,349	195	193.50

Oregon Corrections Enterprises

Although not part of the DOC budget, Oregon Corrections Enterprises (OCE) is intricately connected to DOC, and the two agency's missions go hand-in-hand. Established in 1999 through the passage of Ballot Measure 68, OCE is a semi-independent organization, whose administrator reports to the DOC Director and is a member of DOC's Policy Group (Executive Cabinet). OCE plays an important role in carrying out Ballot Measure 17, the constitutional mandate to engage inmates in meaningful work. OCE is not supported by taxpayer dollars; instead, it is funded through sales of its services and products.

The mission of OCE is to promote public safety by providing inmates with meaningful work experience in a self-sustaining organization. Working with DOC, OCE seeks partnerships with other agencies and private organizations to provide work and training programs for inmates that mirror real-world job experiences. Current OCE prison programs include contact centers, sewing/embroidery, wood fabrication, laundry, printing, a garment factory, and a sign shop.

OCE plays an important role in implementing DOC's Oregon Accountability Model (OAM). Through developing positive work ethics and job skills, OCE assists inmates in their transition to productive citizens who contribute to society and to their families. OCE is incorporated into DOC's agency wide scorecard, and has created its own performance management system called TRAIN – Transparent Results to Advance Interactions and New Solutions. Since March 2013, OCE has increased the number of inmates employed in OCE work assignments by 11 percent.

Environmental Factors

Over the past 20 years, the philosophy about what works in corrections has evolved across the country from corrections systems that once focused only on punishment to those that are rooted in rehabilitation and reformation, with Oregon leading the way. Oregon's system relies on data and research to implement best practices and programs to reduce recidivism and future victimization.

In recent years, the corrections system has undergone a number of dramatic changes. Counties have assumed greater responsibility for short-term inmates. Through the initiative process, citizens have changed the Oregon Constitution to require longer prison sentences and to place greater emphasis on inmate work. Consequently, the prison population had been rapidly expanding up until the passage of comprehensive public safety reform in Oregon (HB 3194 [2013]). Based on the changes HB 3194 made, it is the first time in decades that Oregon is forecasting virtually no prison population growth over the next 10 years (the April 2014 prison population forecast projects 1.6 percent growth over the next 10 years).

Changes in law and community programs have resulted in substantial increases in the number of female inmates, mentally ill inmates, and elderly inmates. This significantly impacts the department's operating environment.

Agency Initiatives

Staff Safety and Wellness

Research and experience show that corrections work is difficult and stressful. In fact, DOC has some staggering statistics:

- One in three Oregon DOC employees have symptoms of Post-Traumatic Stress Disorder (PTSD) – a rate higher than that of firefighters and deployed military, and four times that of the general population.
- Research shows employees exhibiting PTSD have higher levels of tobacco and alcohol use, more health problems, and a higher number of doctor visits and workday absences.
- In addition to those Oregon statistics, the National Institute of Corrections found that the average life expectancy of a corrections officer after 20 years of work is 58. And that's compared to a national average of 75.

The agency wants to see this change and has made staff safety and wellness its top initiative. Several efforts are already underway:

- A partnership with Portland State University aimed at improving the mental health of corrections workers.
- A partnership with Oregon Health & Sciences University aimed at improving the physical health of corrections workers.
- A partnership with the Center for Mindfulness in Corrections to implement a wellness program aimed at addressing correctional officer stress and fatigue.

Based on the research findings, DOC has made staff wellness its top agency initiative. The primary goals are to create and promote a culture of wellness within DOC's facilities and encourage all employees to access and utilize wellness activities and events. The agency recently kicked off this initiative by forming a workgroup whose tasks are to concisely define staff wellness, finalize a staff wellness project scope, and write a staff wellness mission statement. The agency will continue to look for ways to improve staff safety and wellness.

Federal PREA Standards

The Prison Rape Elimination Act (PREA) was passed by a unanimous Congressional vote and signed by President Bush in 2003 to reduce the incidents of sexual violence, sexual coercion, and sexual solicitation by requiring corrections and law enforcement agencies to enhance education, investigation, protection, prevention of re-victimization, and prosecution. Since that time, the department has been aggressive in implementing its PREA strategies.

In 2012, the U.S. Department of Justice released its federal PREA standards. As part of the new PREA standards, one-third of DOC's prisons will receive national PREA audits every year. Preparation for national PREA audits requires cross collaboration between sections and facilities department-wide. The first four DOC institutions to be audited – Snake River Correctional Institution, Oregon State

Penitentiary, Powder River Correctional Facility, and Columbia River Correctional Institution – met and exceeded in every applicable standard.

The importance of DOC's ongoing efforts to eliminate sexual abuse in its prisons cannot be overstated. DOC's work in establishing compliance with the PREA standards will make its prisons safer and increase the degree of confidence the public has in DOC's ability to operate safe and secure facilities.

Correctional Outcomes through Research and Engagement

As mentioned earlier, DOC has begun implementing a performance management system called CORE – Correctional Outcomes through Research and Engagement. To date, the agency has clearly defined the work it does every day, created a fundamentals map, set targets, and is now measuring outcomes.

The agency is now fully in the implementation phase, which means it is starting to understand what is working and what is not. For the things that are not working, the agency is implementing problem-solving teams to clearly define what the problem is, understand the problem better, and to implement solutions. And, across the agency, leadership is inviting frontline staff to engage in the business process as their locations develop local scorecards. The agency has now conducted its sixth Quarterly Target Review, and these efforts are cascading throughout the organization.

Expand Recidivism Reduction Strategies

Part of DOC's mission is to reduce the likelihood that individuals will commit new crimes (and thus, create new victims) once they release. To do that, the agency looks to what works in reducing recidivism, which research shows is a combination of treatment, education, cognitive programming, and job preparedness.

- **Employment Skills for Re-Entry** – In order to assess the continuum of opportunities for adults in custody, the Operations Division, OMR Division, Community Corrections Division, and Oregon Corrections Enterprises (OCE) have partnered to create the Employment Skills for Re-Entry Steering Committee. This committee is overseeing six implementation teams that will make recommendations to improve systems related to better preparing adults in custody for employment opportunities when they release.
- **Expand, Improve and Effectively Target Education Programs** – Just as with job preparedness, research shows education can play an important role in an individual's success post-prison. That is why the agency is looking to expand and improve upon its education programs and work-based education programs.
- **Evaluate Treatment Programming System** – The DOC Research Unit has created a "Service Matching Tool." This system will allow DOC to review adults in custody for placement into program treatment beds by matching program effectiveness with inmate need. This tool should be implemented by 2015.

Sustainability

The department is committed to sustainable operations to protect the natural environment and improve quality of life for healthier communities. Over the past several biennia, DOC has built on previous efforts and has begun implementing a number of sustainable initiatives, including increased recycling efforts, converting its vehicle fleet to more efficient and high gas-mileage vehicles, replacing traditional lighting with LED lighting, and much more. The agency will continue to look for innovative ways to enhance sustainability, and provide education and meaningful work assignments to adults in custody.

Governor's Re-Entry Council

The Governor's Re-Entry Council is a statewide leadership group convened to work collaboratively on improving the success and safety of incarceration to community transition. As outlined in Executive Order 07-05, the Council is responsible for planning, developing, implementing and overseeing a multi-agency transition approach for Oregon.

This past year, the Council has been transitioning to an outcome-based group. In order to achieve outcomes and meet their targets, the Council has created Implementation Teams. These teams have a strong community involvement and focus on a specific area and concern paving the road to joining the community. Within each issue, implementation teams are charged to consider impacts to victims, the need for (and barriers to) housing, employment, and restitution requirements post-release.

- Aging populations – Providing continuing care through thoughtful community-based or other placement, with access to continuing physical and mental health care, and uninterrupted service delivery to meet all basic needs (housing, employment, etc.).
- Business Community – Engaging and educating employers about the reentry populations; collaborate with industries, organizations and businesses to develop education and information-sharing forums through-out the state so employers can learn about the benefits and opportunities of hiring persons returning from incarceration.
- Education – Improving the number and type of opportunities for adults in custody to enhance their education including web-based/online options.
- Family and Community Connections/Engagement – Increasing family and community connections/engagement both within custody and in the community.
- Juvenile Reentry – Improving the juvenile reentry supports and services continuum for youth offender in the legal and physical custody of OYA, and young adults in OYA's physical custody.
- Veterans – Connecting Veterans and their families to resources and support systems while engaging and focusing on victims, housing, employment, livelihood, and restitution.

Improving Oregon's reentry track record will have an impact in Oregon and will provide a model for others to use. Oregon's communities will be safer because successful reentry reduces future crime. Successful reentry will help slow the financial burden of corrections budgets, as well as the impact on other areas of state budgets such as homeless service systems which are impacted when

we fail to help people find housing. More importantly, successful reentry means that these individuals will be able to contribute positively to their families and their communities – and to Oregon.

New Automation to Support Business Functions

Over the years, the agency has been developing new automation to support business functions. This includes the Offender Management System, the WHALE system (which provides an accurate profile of adults in custody eligible for assignment to community work crews or placement in an unfenced minimum facility), and a new inmate property tracking system. These new systems do not replace the base system the agency has been using for years – the AS400 – which uses an antiquated coding system and that must be augmented with technology that is more modern.

Over the next year, the agency will prioritize new technologies (Electronic Health Records, SharePoint for internal document sharing, and a Suicide Risk Assessment Tool), aging technologies (the current web filtering tool needs to be replaced), process improvement (development of policies and procedures to increase maturity in IT security standards and information security standards, implementing design review processes for service requests), and other projects (implementing electronic GED testing, developing new modules for the HR Information System).

Increasing Family Engagement

The agency continues to work to increase family engagement for adults in custody and their families. These efforts stem from research out of Minnesota that found that visitation significantly decreases the risk of recidivism (and the agency knows from experience it keeps prisons safer. For example, inmate-on-staff assaults are down 23 percent from 2012 to 2013.

As measured on the agency's scorecard, family connectivity has become an important measure for DOC. Through the introduction of video visitation, text messaging, and increasing opportunities (and the enhanced quality of) expanded family visits, adults in custody and their families are able to interact in ways they have not previously. Institution Executive Teams have been very creative and innovative in their approach to maximizing family connectivity through incentive-based activities.

Upon review of the Minnesota study, in spring 2012, 59 percent of the adults in DOC custody did not get visits. As a result of the agency's efforts to increase family engagement, that number is now reversed. Now, 60 percent of the adults in DOC custody have received some sort of visitation.

The Research Department has recently sent out a survey to adults in custody asking about visiting. The responses from adults in custody will be reviewed and action items may be considered to increase family engagement.

There are still many hurdles that need to be studied and recommendations made to overcome barriers for family engagement:

- In the minimum facilities the visiting areas are generally the inmate dining area and program space, which limits availability.
- Staffing to supervise visiting and enhanced family events.
- The weather and distance for the Eastern Oregon Facilities and the issues that causes for many families.
- Computerized IT issues pertaining to the use of points for visitation.

In addition, the agency is continuing to expand the use of trained volunteers as mentors to adults in custody, in order to improve outcomes even further. This expansion is under review with the Governor's Re-Entry Council as well.

Short-Term Transitional Leave

The expansion of Short-Term Transitional Leave (STTL) is one of the biggest bed savers in the changes made by HB 3194 (2013). It increased the time someone could release to STTL from 30 days to up to 90 days. This only applies to those individuals sentenced on or after August 1, 2013.

HB 3194 also changed the process for admitting individuals into the STTL program. It used to be that the responsibility was placed on the adult in custody to reach out to his/her institution counselor to apply. It is now the department's responsibility to identify those who are statutorily eligible and to place them in the application process. Since December, DOC has seen a 93 percent success rate in those individuals releasing to STTL.

While the agency is doing its part to implement this portion of the bill, it will take some time to see the full effects as many of those who are eligible are not yet near release. Nevertheless, the agency has the tools in place to ensure this is a department-initiated process, and all those who are eligible will go through the application process, while ensuring public safety to the best of our ability.

Optimizing the Use of Special Housing

DOC has several options for housing adults in custody within special housing units based on operational needs of the department and individual inmate needs. DOC's special housing units include disciplinary segregation, administrative segregation, administrative housing, mental health, and an Intensive Management Unit.

The department acknowledges that special housing is an important management tool within its institutions. DOC also recognizes that it should be a last resort, a more productive form of confinement, and that it is not a long-term solution for behavioral problems. Given that, the agency has made changes over the years that focus on helping adults in custody improve behavior so they can return to general population. The agency will continue to develop strategies to optimize the use of its special housing beds.

Staff Recruitment, Training, and Development

One of the challenges DOC faces is recruitment, especially for positions in prisons located in rural areas and in its health services field statewide. DOC is working to prioritize job fairs (based on those that have been successful in the past), and to establish a stronger presence in online recruitment sites. In addition, the agency always keeps open the recruitment lists for correctional officers, corporals, and sergeants.

Adding to recruitment challenges is retention. In fact, 42 percent of DOC employees are eligible to retire within five years; 33 percent of DOC employees are eligible to retire today. This is concerning because experience and institution knowledge are difficult things to replace. For DOC, retention almost always includes promotion because there are unique challenges in bringing someone from another agency or the private sector into a management structure within a prison. However, promoting (especially into management) is becoming less attractive to many people because of salary compression, the removal of restoration rights, and the risk of being an at-will employee. The agency will formulate a plan to address these and other recruitment and retention issues.

Agency Accomplishments

While housing more than 14,500 adults in custody, Oregon continues to operate one of the strongest correctional systems in the country, as evidenced by a number of key indicators:

- DOC's recidivism rate is one of the lowest in the nation;
- The violence rates in DOC prisons are down, and the system's use of very expensive high-security segregation beds is at historical lows; and
- DOC continues the difficult task of managing within its prisons the largest number of mentally ill adults either incarcerated or institutionalized by the state.

DOC strives for a seamless handoff from prison to community corrections by reducing the barriers that so often stand in an offender's way. DOC recently received one of nine Smart Probation grants that allowed the agency to hold the first advanced community corrections academy, which brought parole and probation staff and institution staff together to further enhance transition and re-entry initiatives.

In addition, DOC continues to improve in the use of evidence-based, validated risk assessments to drive decision-making around how to best supervise, sanction, and serve these individuals; partner with the Association of Oregon Counties on systemic and legislative possibilities to support and improve local public safety systems; and engage in public safety summits. DOC is also part of a statewide collaboration to move Oregon into an evidence-based decision-making model state. While Oregon uses evidence-based decision making in segments, the Evidence Based Decision Making Initiative (EBDMI) will expand the concept as an overlay of the entire criminal justice system – from crime prevention to system discharge.

Criteria for 2015-17 Budget Development

The department must have a plan to accommodate the projected maintenance and growth in prison population. The April 2014 Prison Population portion of the Oregon Corrections Population Forecast indicates 14,919 adults in custody will need to be housed by March 2024. This will require maximum utilization of an aging prison infrastructure. Maximum utilization of the existing infrastructure requires that all existing facilities must be maintained in proper working order, including continued modifications to primary utility services to house more adults in custody in some institutions than the buildings were designed to house. Investments in technology are prioritized to improve the functionality of the existing infrastructure and keep up with federal requirements, and investments in staffing are prioritized to improve the security of the state and the health and safety of the DOC workforce and the people within its care. Additionally, programs and services needed to meet unique population needs in areas of addiction treatment, mental health care, an aging population, and other significant demographic characteristics for a male minimum-custody population have been prioritized in the 2015-17 budget development process.

By statute, the Community Corrections program must conduct a study every six years to determine actual costs of delivering services prescribed by SB 1145, which transferred responsibility for supervision of offenders with felony conviction sentences of 12 months or less to local counties. The outcome of the actual costs are included in the Agency Request Budget.

The challenge of an underfunded post relief factor is partially addressed in Policy Package #102 for the 2015-17 biennium. Institution operations that must be staffed 24-hours a day, seven days a week, and 365 days per year demand adequate post relief for normal absences, vacations, staff training, sick leave, and other absences.

The department continues to implement the Oregon Accountability Model. The principles upon which this model is based are listed in the Agency Strategic/Business Plan section above. In general, the department must hold adults in custody accountable for their behavior and reduce the risk of future criminal behavior when they return to the community. The components of the OAM provide a strategy to carry out the department’s mission.

The department will work with stakeholders in the community and in the institutions to define the principles of evidence-based practices. The department recognizes the need to maintain and improve its infrastructure and support functions to effectively support the growing organization. In addition, while not used in developing the budget, the agency believes CORE (described above) will lead to improved efficiencies and cost savings and, over time, may aid in future budget development.

The department also continues to work closely with the Legislature, the Criminal Justice Commission, and other public safety stakeholders to explore practices that can further improve the overall public safety system in Oregon.

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Major Information Technology Projects/Initiatives

DOC is putting forth four primary Information Technology related initiatives in the 2015-17 Agency Request Budget. These initiatives are proposed in four separate Policy Option Packages:

- POP 101 – Electronic Health Records
- POP 104 – Computer Information System Replacement Project
- POP 110 – Technology Infrastructure
    - Sharepoint Intranet and Collaboration Tool
    - SAS Data Warehouse Software Maintenance
    - Intake Electronic Computer-based Data Collection & Assessment System
    - Payroll Document Imaging Systems
    - Warehouse Management Barcode System
    - AS 400 Modernization
- POP 112 – Prison Rape Elimination Act Technology Solutions

Throughout the past several biennia, DOC has faced many budget challenges. Due to these budget constraints, DOC has been unable to implement needed technology upgrades for a healthy infrastructure. DOC still has numerous inefficient manual and paper business processes that fail to provide shared data and critical information necessary to manage adults in custody and staff. The failure to implement these upgrades included in the above Policy Option Packages may have significant negative consequences throughout an inmate's custody cycle, which commences at admission to a DOC facility through intake assessment, and continues through to incarceration, probation, and post-prison supervision.

It is essential that DOC maintain accurate and quickly available information on all adults in custody throughout their custody cycle so DOC staff can make solid decisions regarding inmate case and behavior management. Assisting inmates to progress successfully through their custody cycle helps DOC reach critical objectives of safety, wellness, and rehabilitation, reducing the risk of both current and future criminal behavior.

BUDGET NARRATIVE

DOC proposes and requests approval for a series of technical upgrades to position the agency to take advantage of improved infrastructure efficiencies. The modernization of these critical and targeted business functions is essential to the DOC's ability to promote public safety by supporting all department functions necessary for inmate management, case management, sentence management, and fiscal accountability. The new and upgraded systems will provide DOC with a foundation to share data and essential information and measure processes, leading to improved business efficiencies, decisions, and responsiveness.

Additionally, due to the new PREA standards (a federal law that seeks to eliminate sexual assaults and sexual misconduct), DOC is proposing a significant Information Technology upgrade. DOC has enacted policies and procedures supporting a zero-tolerance for sexual abuse, and is now seeking to invest in the appropriate technology that will support these policies and processes, and ensure compliance with PREA objectives. One of the primary technology solutions being proposed through POP 112 is tracking bracelets, which would allow the DOC to wirelessly monitor inmate location and perform real-time location supervision, tightening control and enhancing security for adults in custody and staff. The system could be used to enhance Security Threat Management (STM) through tracking inmate movement, allowing for the collection of affiliate data (both in partner and victim identification) and location data. This new technology is a critical component for detecting prison rape and other security concerns.

Finally, the Department of Administrative Services (DAS) is seeking a new telephony solution for all state agencies. The planned solution will transition the state out of the telephone business with all telephone services provided by the selected vendor. To accomplish this change from analog to digital telephony, DOC will need to upgrade nearly its entire infrastructure from CAT 3 to new CAT 6, fiber, and pathway infrastructure to support Voice-Over Internet Protocol (VOIP). In some cases, this upgrade will be required to be accomplished in 20-, 50-, or 100-year-old buildings, incurring significant costs for new conduit and wire installation and abatement of asbestos-containing building materials. Additionally, all of the old switches and handsets will no longer be functional and will require replacement.

Summary of 2015-17 Biennium Budget

Corrections, Dept of
Corrections, Dept of
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-000-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	4,490	4,443.68	1,445,222,213	1,396,990,504	-	39,599,876	7,369,007	-	1,262,826
2013-15 Emergency Boards	(2)	(2.00)	51,630,496	51,303,679	-	326,817	-	-	-
2013-15 Leg Approved Budget	**4,488**	**4,441.68**	**1,496,852,709**	**1,448,294,183**	**-**	**39,926,693**	7,369,007	**-**	**1,262,826**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(6)	(0.10)	15,420,089	15,353,224	-	66,865	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(3,912,906)	(2,954,575)	-	(815,000)	-	-	(143,331)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(4,961,000)	-	-	(4,961,000)	-	-	-
Subtotal 2015-17 Base Budget	**4,482**	**4,441.58**	**1,503,398,892**	**1,460,692,832**	**-**	**34,217,558**	7,369,007	**-**	**1,119,495**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	27,207,143	27,208,612	-	(1,469)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	7,171,971	7,060,676	-	111,295	-	-	-
Subtotal	**-**	**-**	**34,379,114**	**34,269,288**	**-**	**109,826**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	(3,199,501)	(3,199,501)	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	10,298,151	10,298,151	-	-	-	-	-
Subtotal	**-**	**-**	**7,098,650**	**7,098,650**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	27,114,848	25,927,155	-	859,075	328,618	-	-
State Gov"t & Services Charges Increase/(Decrease)			6,556,552	6,556,552	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**33,671,400**	**32,483,707**	**-**	**859,075**	328,618	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	26,735,829	26,735,829	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	2,110,201	-	-	(2,110,201)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**4,482**	**4,441.58**	**1,605,283,885**	**1,563,390,507**	**-**	**35,186,459**	5,587,424	**-**	**1,119,495**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**4,482**	**4,441.58**	**1,605,283,885**	**1,563,390,507**	**-**	**35,186,459**	5,587,424	**-**	**1,119,495**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**4,482**	**4,441.58**	**1,605,283,885**	**1,563,390,507**	**-**	**35,186,459**	5,587,424	**-**	**1,119,495**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(25,000,000)	(25,000,000)	-	-	-	-	-
101 - Electronic Health Records	-	-	3,045,462	3,045,462	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	8	8.00	2,000,000	2,000,000	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	623,175	-	-	623,175	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	14,220,432	-	-	14,220,432	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	1	1.00	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	4	4.00	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	2	2.00	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	4,671,712	4,142,017	-	529,695	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	122,683	-	-	-	122,683	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	13,716,497	1,469,799	-	12,246,698	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**15**	**15.00**	**13,399,961**	**(14,342,722)**	**-**	**27,620,000**	122,683	**-**	**-**
Total 2015-17 Governor's Budget	**4,497**	**4,456.58**	**1,618,683,846**	**1,549,047,785**	**-**	**62,806,459**	5,710,107	**-**	**1,119,495**
Percentage Change From 2013-15 Leg Approved Budget	0.20%	0.34%	8.14%	6.96%	-	57.30%	-22.51%	-	-11.35%
Percentage Change From 2015-17 Current Service Level	0.33%	0.34%	0.83%	-0.92%	-	78.50%	2.20%	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	3,259	3,241.67	655,984,642	646,777,254	-	9,207,388	-	-	-
2013-15 Emergency Boards	-	-	31,367,403	31,301,806	-	65,597	-	-	-
2013-15 Leg Approved Budget	**3,259**	**3,241.67**	**687,352,045**	**678,079,060**	**-**	**9,272,985**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	(0.07)	8,423,219	8,302,192	-	121,027	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**3,259**	**3,241.60**	**695,775,264**	**686,381,252**	**-**	**9,394,012**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	20,437,001	20,438,826	-	(1,825)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	5,725,394	5,641,050	-	84,344	-	-	-
Subtotal	**-**	**-**	**26,162,395**	**26,079,876**	**-**	**82,519**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	7,419,167	7,419,167	-	-	-	-	-
Subtotal	**-**	**-**	**7,419,167**	**7,419,167**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	3,216,968	3,053,818	-	163,150	-	-	-
Subtotal	**-**	**-**	**3,216,968**	**3,053,818**	**-**	**163,150**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	1,800,910	1,800,910	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	415,127	-	-	415,127	-	-	-
Subtotal: 2015-17 Current Service Level	**3,259**	**3,241.60**	**734,789,831**	**724,735,023**	**-**	**10,054,808**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**3,259**	**3,241.60**	**734,789,831**	**724,735,023**	**-**	**10,054,808**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**3,259**	**3,241.60**	**734,789,831**	**724,735,023**	**-**	**10,054,808**	-	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(8,300,000)	(8,300,000)	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**(8,300,000)**	**(8,300,000)**	**-**	**-**	-	**-**	**-**
Total 2015-17 Governor's Budget	**3,259**	**3,241.60**	**726,489,831**	**716,435,023**	**-**	**10,054,808**	-	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-	5.69%	5.66%	-	8.43%	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-1.13%	-1.15%	-	-	-	-	-

Corrections, Dept of
Central Administration
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-004-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	86	86.00	60,954,999	59,734,965	-	712,183	507,851	-	-
2013-15 Emergency Boards	-	-	1,577,830	1,563,169	-	14,661	-	-	-
2013-15 Leg Approved Budget	**86**	**86.00**	**62,532,829**	**61,298,134**	**-**	**726,844**	507,851	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	(0.50)	449,009	437,849	-	11,160	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**86**	**85.50**	**62,981,838**	**61,735,983**	**-**	**738,004**	507,851	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	1,036,899	1,036,910	-	(11)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	60,658	57,852	-	2,806	-	-	-
Subtotal	**-**	**-**	**1,097,557**	**1,094,762**	**-**	**2,795**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	345,780	345,780	-	-	-	-	-
Subtotal	**-**	**-**	**345,780**	**345,780**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	500,841	478,486	-	5,885	16,470	-	-
State Gov"t & Services Charges Increase/(Decrease)			6,556,552	6,556,552	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal	**-**	**-**	**7,057,393**	**7,035,038**	**-**	**5,885**	16,470	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	100,150	100,150	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	840,789	515,665	-	-	325,124	-	-
Subtotal: 2015-17 Current Service Level	**86**	**85.50**	**72,423,507**	**70,827,378**	**-**	**746,684**	849,445	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**86**	**85.50**	**72,423,507**	**70,827,378**	**-**	**746,684**	849,445	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**86**	**85.50**	**72,423,507**	**70,827,378**	**-**	**746,684**	849,445	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	529,695	-	-	529,695	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	122,683	-	-	-	122,683	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**652,378**	**-**	**-**	**529,695**	122,683	**-**	**-**
Total 2015-17 Governor's Budget	**86**	**85.50**	**73,075,885**	**70,827,378**	**-**	**1,276,379**	972,128	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-0.58%	16.86%	15.55%	-	75.61%	91.42%	-	-
Percentage Change From 2015-17 Current Service Level	-	-	0.90%	-	-	70.94%	14.44%	-	-

Corrections, Dept of
Public Services Division
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-005-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
2013-15 Leg Approved Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2015-17 Governor's Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Corrections, Dept of
General Services Division
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-006-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	263	262.05	56,098,412	48,863,200	-	7,235,212	-	-	-
2013-15 Emergency Boards	(2)	(2.00)	2,329,053	2,083,458	-	245,595	-	-	-
2013-15 Leg Approved Budget	**261**	**260.05**	**58,427,465**	**50,946,658**	**-**	**7,480,807**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.89)	1,035,173	1,101,348	-	(66,175)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**260**	**258.16**	**59,462,638**	**52,048,006**	**-**	**7,414,632**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	1,195,756	1,195,335	-	421	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	166,839	143,510	-	23,329	-	-	-
Subtotal	**-**	**-**	**1,362,595**	**1,338,845**	**-**	**23,750**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	187,960	187,960	-	-	-	-	-
Subtotal	**-**	**-**	**187,960**	**187,960**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	279,068	230,320	-	48,748	-	-	-
Subtotal	**-**	**-**	**279,068**	**230,320**	**-**	**48,748**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	106,054	106,054	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**260**	**258.16**	**61,398,315**	**53,911,185**	**-**	**7,487,130**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**260**	**258.16**	**61,398,315**	**53,911,185**	**-**	**7,487,130**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**260**	**258.16**	**61,398,315**	**53,911,185**	**-**	**7,487,130**	**-**	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	8	8.00	2,000,000	2,000,000	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	623,175	-	-	623,175	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	1,469,799	1,469,799	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**8**	**8.00**	**4,092,974**	**3,469,799**	**-**	**623,175**	-	**-**	**-**
Total 2015-17 Governor's Budget	**268**	**266.16**	**65,491,289**	**57,380,984**	**-**	**8,110,305**	-	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	2.68%	2.35%	12.09%	12.63%	-	8.41%	-	-	-
Percentage Change From 2015-17 Current Service Level	3.08%	3.10%	6.67%	6.44%	-	8.32%	-	-	-

Corrections, Dept of
Transitional Services Division
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-007-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
2013-15 Leg Approved Budget	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2015-17 Governor's Budget	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	68	60.50	13,210,554	13,205,554	-	5,000	-	-	-
2013-15 Emergency Boards	-	-	822,452	822,452	-	-	-	-	-
2013-15 Leg Approved Budget	**68**	**60.50**	**14,033,006**	**14,028,006**	**-**	**5,000**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(5)	2.00	424,249	424,249	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**63**	**62.50**	**14,457,255**	**14,452,255**	**-**	**5,000**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	3,923	3,923	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	25,544	25,544	-	-	-	-	-
Subtotal	**-**	**-**	**29,467**	**29,467**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	18,665	18,665	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**18,665**	**18,665**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	96,469	96,319	-	150	-	-	-
Subtotal	**-**	**-**	**96,469**	**96,319**	**-**	**150**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**63**	**62.50**	**14,601,856**	**14,596,706**	**-**	**5,150**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**63**	**62.50**	**14,601,856**	**14,596,706**	**-**	**5,150**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**63**	**62.50**	**14,601,856**	**14,596,706**	**-**	**5,150**	-	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2015-17 Governor's Budget	**63**	**62.50**	**14,601,856**	**14,596,706**	**-**	**5,150**	-	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-7.35%	3.31%	4.05%	4.05%	-	3.00%	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	61	61.33	241,516,451	234,768,829	-	6,455,825	291,797	-	-
2013-15 Emergency Boards	-	-	4,674,676	4,674,400	-	276	-	-	-
2013-15 Leg Approved Budget	**61**	**61.33**	**246,191,127**	**239,443,229**	**-**	**6,456,101**	291,797	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	1	1.00	600,075	598,428	-	1,647	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**62**	**62.33**	**246,791,202**	**240,041,657**	**-**	**6,457,748**	291,797	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	417	418	-	(1)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	75,096	74,975	-	121	-	-	-
Subtotal	**-**	**-**	**75,513**	**75,393**	**-**	**120**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	7,007,055	6,805,151	-	193,150	8,754	-	-
Subtotal	**-**	**-**	**7,007,055**	**6,805,151**	**-**	**193,150**	8,754	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	22,294,548	22,294,548	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	106,369	-	-	106,369	-	-	-
Subtotal: 2015-17 Current Service Level	**62**	**62.33**	**276,274,687**	**269,216,749**	**-**	**6,757,387**	300,551	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**62**	**62.33**	**276,274,687**	**269,216,749**	**-**	**6,757,387**	300,551	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**62**	**62.33**	**276,274,687**	**269,216,749**	**-**	**6,757,387**	300,551	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(15,000,000)	(15,000,000)	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	1	1.00	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**1**	**1.00**	**(15,000,000)**	**(15,000,000)**	**-**	**-**	-	**-**	**-**
Total 2015-17 Governor's Budget	**63**	**63.33**	**261,274,687**	**254,216,749**	**-**	**6,757,387**	300,551	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	3.28%	3.26%	6.13%	6.17%	-	4.67%	3.00%	-	-
Percentage Change From 2015-17 Current Service Level	1.61%	1.60%	-5.43%	-5.57%	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	559	539.63	207,057,293	199,926,258	-	561,676	6,569,359	-	-
2013-15 Emergency Boards	-	-	8,607,187	8,607,187	-	-	-	-	-
2013-15 Leg Approved Budget	**559**	**539.63**	**215,664,480**	**208,533,445**	**-**	**561,676**	6,569,359	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.36	3,864,926	3,864,926	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**559**	**539.99**	**219,529,406**	**212,398,371**	**-**	**561,676**	6,569,359	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	3,539,752	3,539,752	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	966,358	966,358	-	-	-	-	-
Subtotal	**-**	**-**	**4,506,110**	**4,506,110**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	(3,218,166)	(3,218,166)	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	1,970,782	1,970,782	-	-	-	-	-
Subtotal	**-**	**-**	**(1,247,384)**	**(1,247,384)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	14,461,716	14,094,854	-	63,468	303,394	-	-
Subtotal	**-**	**-**	**14,461,716**	**14,094,854**	**-**	**63,468**	303,394	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	1,898,146	1,898,146	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	2,110,201	-	-	(2,110,201)	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(840,789)	(515,665)	-	-	(325,124)	-	-
Subtotal: 2015-17 Current Service Level	**559**	**539.99**	**238,307,205**	**233,244,633**	**-**	**625,144**	4,437,428	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**559**	**539.99**	**238,307,205**	**233,244,633**	**-**	**625,144**	4,437,428	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**559**	**539.99**	**238,307,205**	**233,244,633**	**-**	**625,144**	4,437,428	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	(1,700,000)	(1,700,000)	-	-	-	-	-
101 - Electronic Health Records	-	-	3,045,462	3,045,462	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
114 - Health Services - BHS Service Change	4	4.00	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**4**	**4.00**	**1,345,462**	**1,345,462**	**-**	**-**	-	**-**	**-**
Total 2015-17 Governor's Budget	**563**	**543.99**	**239,652,667**	**234,590,095**	**-**	**625,144**	4,437,428	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	0.72%	0.81%	11.12%	12.50%	-	11.30%	-32.45%	-	-
Percentage Change From 2015-17 Current Service Level	0.72%	0.74%	0.56%	0.58%	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	194	192.50	71,006,162	61,359,570	-	9,646,592	-	-	-
2013-15 Emergency Boards	-	-	2,251,895	2,251,207	-	688	-	-	-
2013-15 Leg Approved Budget	**194**	**192.50**	**73,258,057**	**63,610,777**	**-**	**9,647,280**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.00)	623,438	624,232	-	(794)	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**193**	**191.50**	**73,881,495**	**64,235,009**	**-**	**9,646,486**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	993,395	993,448	-	(53)	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	152,082	151,387	-	695	-	-	-
Subtotal	**-**	**-**	**1,145,477**	**1,144,835**	**-**	**642**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	374,462	374,462	-	-	-	-	-
Subtotal	**-**	**-**	**374,462**	**374,462**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	1,473,390	1,088,866	-	384,524	-	-	-
Subtotal	**-**	**-**	**1,473,390**	**1,088,866**	**-**	**384,524**	-	**-**	**-**

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	536,021	536,021	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	(521,496)	-	-	(521,496)	-	-	-
Subtotal: 2015-17 Current Service Level	**193**	**191.50**	**76,889,349**	**67,379,193**	**-**	**9,510,156**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**193**	**191.50**	**76,889,349**	**67,379,193**	**-**	**9,510,156**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**193**	**191.50**	**76,889,349**	**67,379,193**	**-**	**9,510,156**	-	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	2	2.00	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**2**	**2.00**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2015-17 Governor's Budget	**195**	**193.50**	**76,889,349**	**67,379,193**	**-**	**9,510,156**	**-**	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	0.52%	0.52%	4.96%	5.92%	-	-1.42%	-	-	-
Percentage Change From 2015-17 Current Service Level	1.04%	1.04%	-	-	-	-	-	-	-

Summary of 2015-17 Biennium Budget

Corrections, Dept of
Debt Service
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-086-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2013-15 Leg Adopted Budget	-	-	131,788,000	129,710,174	-	815,000	-	-	1,262,826
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
2013-15 Leg Approved Budget	**-**	**-**	**131,788,000**	**129,710,174**	**-**	**815,000**	-	**-**	**1,262,826**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			(3,912,906)	(2,954,575)	-	(815,000)	-	-	(143,331)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**-**	**-**	**127,875,094**	**126,755,599**	**-**	**-**	-	**-**	**1,119,495**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**-**	**-**	**127,875,094**	**126,755,599**	**-**	**-**	-	**-**	**1,119,495**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**-**	**-**	**127,875,094**	**126,755,599**	**-**	**-**	**-**	**-**	**1,119,495**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**-**	**-**	**127,875,094**	**126,755,599**	**-**	**-**	**-**	**-**	**1,119,495**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	4,142,017	4,142,017	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**4,142,017**	**4,142,017**	**-**	**-**	-	**-**	**-**
Total 2015-17 Governor's Budget	**-**	**-**	**132,017,111**	**130,897,616**	**-**	**-**	-	**-**	**1,119,495**
Percentage Change From 2013-15 Leg Approved Budget	-	-	0.17%	0.92%	-	-100.00%	-	-	-11.35%
Percentage Change From 2015-17 Current Service Level	-	-	3.24%	3.27%	-	-	-	-	-

Corrections, Dept of
Capital Improvements
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-088-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	-	-	2,644,700	2,644,700	-	-	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
2013-15 Leg Approved Budget	**-**	**-**	**2,644,700**	**2,644,700**	**-**	**-**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2015-17 Base Budget	**-**	**-**	**2,644,700**	**2,644,700**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	79,341	79,341	-	-	-	-	-
Subtotal	**-**	**-**	**79,341**	**79,341**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

Corrections, Dept of
Capital Improvements
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-088-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**-**	**-**	**2,724,041**	**2,724,041**	**-**	**-**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2015-17 Current Service Level	**-**	**-**	**2,724,041**	**2,724,041**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**-**	**-**	**2,724,041**	**2,724,041**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	-	-	-	-	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	-	-	-	-	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total 2015-17 Governor's Budget	**-**	**-**	**2,724,041**	**2,724,041**	**-**	**-**	**-**	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-	3.00%	3.00%	-	-	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Corrections, Dept of
Capital Construction
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-089-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2013-15 Leg Adopted Budget	-	-	4,961,000	-	-	4,961,000	-	-	-
2013-15 Emergency Boards	-	-	-	-	-	-	-	-	-
2013-15 Leg Approved Budget	**-**	**-**	**4,961,000**	**-**	**-**	**4,961,000**	-	**-**	**-**
2015-17 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(4,961,000)	-	-	(4,961,000)	-	-	-
Subtotal 2015-17 Base Budget	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase-in	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	-	-	-	-	-	-	-
Subtotal	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**

Corrections, Dept of
Capital Construction
2015-17 Biennium

Governor's Budget
Cross Reference Number: 29100-089-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2015-17 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
080 - E-Boards									
080 - May 2014 E-Board	-	-	-	-	-	-	-	-	-
081 - September 2014 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Policy Packages									
090 - Analyst Adjustments	-	-	-	-	-	-	-	-	-
101 - Electronic Health Records	-	-	-	-	-	-	-	-	-
102 - Staff Wellness	-	-	-	-	-	-	-	-	-
103 - Staffing: New Initiatives & Existing Workload	-	-	-	-	-	-	-	-	-
104 - CIS Replacement Project	-	-	-	-	-	-	-	-	-
105 - Inmate Thin-Client Network Replacement	-	-	-	-	-	-	-	-	-
106 - Deferred Maintenance Priority Projects	-	-	14,220,432	-	-	14,220,432	-	-	-
107 - Health Services - Operational Enhancements	-	-	-	-	-	-	-	-	-
108 - Education - GED Fees & Inflation Restoration	-	-	-	-	-	-	-	-	-
109 - ASCA Staffing Relief Factor	-	-	-	-	-	-	-	-	-
110 - Technology Infrastructure	-	-	-	-	-	-	-	-	-
111 - Staff Enhancements to Address Workload	-	-	-	-	-	-	-	-	-
112 - PREA Technology Solutions	-	-	-	-	-	-	-	-	-
113 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
114 - Health Services - BHS Service Change	-	-	-	-	-	-	-	-	-
115 - Education Services Delivery System Changes	-	-	-	-	-	-	-	-	-
116 - New Debt Service and Bond Sale Costs	-	-	-	-	-	-	-	-	-
117 - Oregon Health Network Subsidy Limitation	-	-	-	-	-	-	-	-	-
118 - Intermediate-Advanced Certification Training	-	-	-	-	-	-	-	-	-
119 - DAS VOIP Telephony Upgrade	-	-	12,246,698	-	-	12,246,698	-	-	-
120 - Community Corrections SB 267 Program Evaluator	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**26,467,130**	**-**	**-**	**26,467,130**	-	**-**	**-**
Total 2015-17 Governor's Budget	**-**	**-**	**26,467,130**	**-**	**-**	**26,467,130**	-	**-**	**-**
Percentage Change From 2013-15 Leg Approved Budget	-	-	433.50%	-	-	433.50%	-	-	-
Percentage Change From 2015-17 Current Service Level	-	-	-	-	-	-	-	-	-

Summary Cross Reference Number	*Cross Reference Description*	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
003-00-00-00000	**Operations Division**						
	General Fund	653,128,901	646,777,254	678,079,060	740,538,138	716,435,023	-
	Other Funds	7,983,424	9,207,388	9,272,985	10,055,122	10,054,808	-
	All Funds	661,112,325	655,984,642	687,352,045	750,593,260	726,489,831	-
004-00-00-00000	**Central Administration**						
	General Fund	57,144,592	59,734,965	61,298,134	89,038,026	70,827,378	-
	Other Funds	2,348,896	712,183	726,844	1,152,991	1,276,379	-
	Federal Funds	408,791	507,851	507,851	972,128	972,128	-
	All Funds	59,902,279	60,954,999	62,532,829	91,163,145	73,075,885	-
005-00-00-00000	**Public Services Division**						
	General Fund	1,955,616	-	-	-	-	-
006-00-00-00000	**General Services Division**						
	General Fund	52,463,129	48,863,200	50,946,658	58,386,430	57,380,984	-
	Other Funds	5,662,329	7,235,212	7,480,807	10,110,425	8,110,305	-
	All Funds	58,125,458	56,098,412	58,427,465	68,496,855	65,491,289	-
007-00-00-00000	**Transitional Services Division**						
	General Fund	28,480,663	-	-	-	-	-
	Other Funds	2,556,589	-	-	-	-	-
	Federal Funds	457,584	-	-	-	-	-

Summary Cross Reference Number	Cross Reference Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
007-00-00-00000	**Transitional Services Division**						
	All Funds	31,494,836	-	-	-	-	-
008-00-00-00000	**Human Resources Division**						
	General Fund	12,371,745	13,205,554	14,028,006	16,436,538	14,596,706	-
	Other Funds	4,799	5,000	5,000	5,150	5,150	-
	All Funds	12,376,544	13,210,554	14,033,006	16,441,688	14,601,856	-
009-00-00-00000	**Community Corrections**						
	General Fund	192,655,359	234,768,829	239,443,229	271,672,112	254,216,749	-
	Other Funds	9,392,105	6,455,825	6,456,101	6,757,387	6,757,387	-
	Federal Funds	288,151	291,797	291,797	300,551	300,551	-
	All Funds	202,335,615	241,516,451	246,191,127	278,730,050	261,274,687	-
010-00-00-00000	**Health Services**						
	General Fund	196,086,421	199,926,258	208,533,445	237,399,347	234,590,095	-
	Other Funds	572,219	561,676	561,676	625,144	625,144	-
	Federal Funds	6,727,220	6,569,359	6,569,359	4,437,428	4,437,428	-
	All Funds	203,385,860	207,057,293	215,664,480	242,461,919	239,652,667	-
011-00-00-00000	**Offender Management & Rehabilitation**						
	General Fund	32,315,893	61,359,570	63,610,777	68,903,739	67,379,193	-
	Other Funds	2,781,570	9,646,592	9,647,280	9,510,156	9,510,156	-

Summary Cross Reference Number	*Cross Reference Description*	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
011-00-00-00000	**Offender Management & Rehabilitation**						
	Federal Funds	10,392	-	-	-	-	-
	All Funds	35,107,855	71,006,162	73,258,057	78,413,895	76,889,349	-
086-00-00-00000	**Debt Service**						
	General Fund	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	-
	Other Funds	344,952,827	815,000	815,000	-	-	-
	Federal Funds	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
	All Funds	476,544,817	131,788,000	131,788,000	131,899,047	132,017,111	-
088-00-00-00000	**Capital Improvements**						
	General Fund	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
	Other Funds	392,121	-	-	-	-	-
	All Funds	3,027,546	2,644,700	2,644,700	2,724,041	2,724,041	-
089-00-00-00000	**Capital Construction**						
	Other Funds	-	4,961,000	4,961,000	19,787,113	26,467,130	-
TOTAL AGENCY							
	General Fund	1,359,596,909	1,396,990,504	1,448,294,183	1,615,877,923	1,549,047,785	-
	Other Funds	376,646,879	39,599,876	39,926,693	58,003,488	62,806,459	-
	Federal Funds	9,124,963	8,631,833	8,631,833	6,829,602	6,829,602	-
	All Funds	1,745,368,751	1,445,222,213	1,496,852,709	1,680,711,013	1,618,683,846	-

PROGRAM PRIORITIZATION FOR 2015-17 CSL

Agency Name: Oregon Department of Corrections

2015-17 Biennium **Agency Number: 29100**

Agency-Wide Priorities for 2015-17 Biennium

1	2	3	4	5	6	7	8	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**																			
1	1	DOC	ISH	Institution Security & Housing	4, 5,7,8,9	5	502,794,789	-	-	-	-	$ 502,794,789	2517	2504.08	N	Y	S,FM	Oregon Constitution Art. I Sec. 13,16,44;ORS 423.020 1 (a-d); ORS 423.075 5 (a-d);Case law based on the 8th Amendment US Constitution	Prohibition against undue rigor, cruel and unusual punishment, term of imprisonment to be fully served; 2003 Federal Prison Rape Elimination Act (PREA)	Standard inflation & forecast caseload impacts
2	4	DOC	PP	Institution Physical Plant	0	5	84,134,658	29,532	-	-	-	84,164,190	196	195.52	N	Y	C,S,FM	Oregon Constitution Art I Sec 16;ORS 423.020 (d)	Clean, safe institutions	Extraordinary medical inflation
3	2	DOC	IFS	Institution Food Service	4,7	5	53,857,266	867,447	-	-	-	54,724,713	142	141.31	N	Y	C,S,FM	Oregon Constitution Art I Sec 16;ORS 423.020 (d)	Adequate amounts of wholesome food	Standard inflation & forecast caseload impacts
4	1	DOC	IMED	Inmate Medical Services	12	5	140,327,529	625,144	-	4,437,428	-	145,390,101	358	343.92	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation
5	2	DOC	BHS	Behavioral Health Services	0	5	36,475,960	-	-	-	-	36,475,960	119	118.00	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation
6	3	DOC	PHARM	Pharmacy	0	5	39,262,601	-	-	-	-	39,262,601	27	26.19	N	Y	C,FM	See text box on Health Services	See text box below	Standard Inflation
7	2	DOC	OISC	Offender Information Sentence Computation	11	5	12,494,165	-	-	-	-	12,494,165	71	70.5	N	N	S	ORS 137.320; ORS 137.750; ORS 137.751	Authorizes execution of sentencing judements; Authorizes earned time for inmates who are statutorily eligible and participate in programs	Standard inflation
8	3	DOC	LL	Institution Legal Library	0	5	2,343,718	-	-	-	-	2,343,718	13	13	N	Y	FM		Right to challenge the conditions of confinement and details of conviction	Standard inflation & forecast caseload impacts
9	4	DOC	DENT	Inmate Dental Services	0	5	15,586,837	-	-	-	-	15,586,837	55	51.88	N	Y	C,FM	See text box on Health Services	See text box below	Standard Inflation
10	11	DOC	OPS- Admin	Administration - Statewide	0	5	4,233,437	1,914,338	-	-	-	6,147,775	8	7.25	N	Y	C,S	Oregon Constitution Art. I Sec. 13&16; ORS 423.020 (a); ORS 423.075 (5b)	Ensuring execution of agency process and procedures that protect confined persons	Standard inflation
11	9	DOC	IAS	Institution Administration & Support	0	5	28,593,180	122,032	-	-	-	28,715,212	137	137	N	Y	C,S ,FM	Oregon Constitution Art I Sec 13&16; ORS 423.020 (a); ORS 423.075 5(a-d);Case law based on the 8th Amendment US Constitution	Ensuring execution of agency process and procedures that protect confined persons	Standard inflation & forecast caseload impacts
12	1	DOC	INTAKE	Intake & Assessment	1,2,10	5	4,434,529	-	-	-	-	4,434,529	22	22	N	N	0			Standard inflation
13	5	DOC	TPT	Inmate Transport - Statewide	0	5	14,840,038	74,118	-	-	-	14,914,156	70	68.03	N	Y	C,S,FM	Oregon Constitution Art. I Sec. 11&16; ORS 423.075 c-d;Case law based on the 6th and 8th Amendment - US Constitution	Access to outside medical care, court appearances, safe housing in the case of conflicts	Standard inflation & forecast caseload impacts
14	10	DOC	OPS-CS	Central Services	0	5	1,065,418	1,300,520	-	-	-	2,365,938	4	4	N	Y	C,S,FM	Oregon Constitution Article I Section 16;ORS 423.075 5(a-d);ORS 421.180; Case law based on the 8th Amendment US Constitution	Receipt of legal mail, due process for grievances and discrimination complaints,	Standard inflation & forecast caseload impacts
15	6	DOC	ISS	Institution Rehabilitation Services (Counseling)	10	5	24,581,155	-	-	-	-	24,581,155	118	117.7	N	Y	C,S	Oregon Constitution Art. I Sec15; ORS 423.075 5(a-d)	institution counseling services that provide access to programs supporting reformation	Standard inflation & forecast caseload impacts
16	1	DOC	CCG	Grants to Counties	3	5	245,730,627	2,346,356	-	-	-	248,076,983	51	51.00	N	Y	S	ORS 423.505		Standard inflation
17	7	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	2,856,635	5,747,135	-	-	-	8,603,770	31	31	N	Y	C,S	ORS 423.020 1 (e); Oregon Constitution Art I Sec. 41	Productive work for all qualifying inmates	Standard inflation & forecast caseload impacts
18	9	DOC	OPM	Office of Population Management	2,3,5,7,8,9	5	2,073,330	-	-	-	-	2,073,330	8	8	N	N	S	ORS 181.800-801	Mandates sex offender assessment prior to release	Standard inflation
19	4	DOC	RS	Religious Services	10	5	6,138,876	862,876	-	-	-	7,001,752	29	28	N	N	FM	Religious Land Use and Institutionalized Persons Act of 2000	Provide access to religious activities	Standard inflation
20	3	DOC	Ed	Education & Training	2,3	5	13,653,152	3,103,469	-	-	-	16,756,621	4	4	N	Y	S	ORS 421.084	Provide basic education to inmates	Standard inflation
21	2	DOC	CCG	Comm Corrections Admin	3	5	19,199,285	4,391,472	-	300,551	-	23,891,308	7	7.33	N	Y	S	ORS 423.505		Standard inflation
22	5	DOC	AD	Alcohol & Drug / Cognitive Treatment / Volunteer Program	2,3,10	5	12,884,896	5,271,644	-	-	-	18,156,540	4	4	N	Y	C	Sec. 41 (4)	Provide alcohol/drug treatment to inmates	Standard inflation
23	8	DOC	ACT	Institution Inmate Activities	4,7	5	3,938,395	-	-	-	-	3,938,395	23	22.71	N	Y	C,S,FM	Oregon Constituton Article I Sec 16; ORS 423.020 1 (d); Case law based on the 8th Amendment US Constitution	Access to exercise	Standard inflation & forecast caseload impacts
24	8	DOC	OMR	Offender Management & Rehabilitation Admin	2,3,10.11	5	2,179,170	225,946	-	-	-	2,405,116	3	3	N	N	0			Standard inflation

PROGRAM PRIORITIZATION FOR 2015-17 CSL

Agency Name: Oregon Department of Corrections

2015-17 Biennium **Agency Number: 29100**

Agency-Wide Priorities for 2015-17 Biennium

1	2	3	4	5	6	7	8	10	11	12	13	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		**Agency Initials**	**Program or Activity Initials**	**Program Unit/Activity Description**	**Identify Key Performance Measure(s)**	**Primary Purpose Program-Activity Code**	**GF**	**OF**	**NL-OF**	**FF**	**NL-FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**New or Enhanced Program (Y/N)**	**Included as Reduction Option (Y/N)**	**Legal Req. Code (C, D, FM, FO, S)**	**Legal Citation**	**Explain What is Mandatory (for C, FM, and FO Only)**	**Comments on Proposed Changes to CSL included in Agency Request**
Agcy	**Prgm/ Div**																			
25	10	DOC	InS	Inmate Services	1,2,3,10	5	2,293,841	-	-	-	-	2,293,841	10	10	N	N	0			Standard inflation
26	7	DOC	TR	Transition and Release	3,10,11	5	10,322,278	46,221	-	-	-	10,368,499	40	40	N	N	S	ORS 144.096; ORS 144.260; ORS 420A.203	Mandates release plant contents and timelines; 2nd Look Conditional Release Procedures	Standard inflation
27	6	DOC	ICA	Inmate & Community Advocacy	1,3,8,9,10,11,12	5	477,944	-	-	-	-	477,944	2	2	N	N	FM	US Constitution, 14th Amendment	Mandates inmates' rights to use law libraries and legal resources	Standard inflation
28	3	DOC	CCG	Interstate Compact	3	5	6,155,148	19,559	-	-	-	6,174,707	4	4	N	N	S	ORS 423.505		Standard inflation
29	1	DOC	CI	Capital Improvements	0	5	2,724,041	-	-	-	-	2,724,041	0	0	N	N				Standard inflation
NR	NR	DOC	DO	Director's Office	0	5	1,626,504	82,400	-	-	-	1,708,904	4	4	N	N				Standard inflation
NR	NR	DOC	IA	Internal Audits	0	5	489,866	-	-	-	-	489,866	2	2	N	N				Standard inflation
NR	NR	DOC	AO	Agency-wide Overhead	0	5	51,615,145	91,670	-	325,124	-	52,031,939	0	0	N	N				Pricelist growth
NR	NR	DOC	RO	Research & Projects Office	0	5	2,126,232	-	-	-	-	2,126,232	8	8	N	N				Standard inflation
NR	NR	DOC	OPB	Office of Planning & Budget	0	5	2,542,011	-	-	-	-	2,542,011	9	9	N	N				Standard inflation
NR	NR	DOC	IGA	Inspector General - Admin	0	5	1,362,768	-	-	524,321	-	1,887,089	6	6	N	N				Standard inflation
NR	NR	DOC	SIU	Inspector General - Special Investigations	0	5	6,386,312	-	-	-	-	6,386,312	26	26	N	N				Standard Inflation
NR	NR	DOC	HRGS	Inspector General - Hearings	0	5	4,644,253	-	-	-	-	4,644,253	23	22.5	N	N				Standard Inflation
NR	NR	DOC	IPM	Inspector General - Inmate Phone System	0	5	-	572,614	-	-	-	572,614	3	3	N	N				Standard Inflation
NR	NR	DOC	GEC	Gov't Efficiencies & Communications	11	5	1,220,832	-	-	-	-	1,220,832	5	5	N	N				Standard Inflation
NR	NR	DOC	FISC	Fiscal Services	0	5	15,196,635	-	-	-	-	15,196,635	74	73.67	N	N				Standard inflation
NR	NR	DOC	FACS	Facility Services	6	5	9,613,431	528,950	-	-	-	10,142,381	32	32	N	N				Standard inflation
NR	NR	DOC	DS	Distribution Services	0	5	8,923,427	6,797,522	-	-	-	15,720,949	71	69.99	N	N				Standard inflation
NR	NR	DOC	ITS	Information Technology Services	0	5	19,483,737	142,113	-	-	-	19,625,850	81	80.5	N	N				Standard inflation
NR	NR	DOC	GS-AD	Assistant Director - General Services	0	5	621,609	18,665	-	-	-	640,274	2	2	N	N				Standard inflation
NR	NR	DOC	HRSD	Human Resources Division	13	5	14,624,576	5,150	-	-	-	14,629,726	63	62.5	N	N				Standard inflation
NR	NR	DOC	DS	Debt Service	0	5	127,875,094	-	-	-	1,119,495	128,994,589	0	0	N	N				Biennialized growth for prior color
NA	NA	DOC	0	Capital Construction	0	5	-	-	-	-	-	-	0	0	N	N				0
							$ 1,564,005,330	$ 35,186,893	$ -	$ 5,587,424	$1,119,495	$ 1,605,899,142	4,482	4,441.58						
							$ -	$ -		$ -	$ -	$ -	*0*	*0.00*						

7. Primary Purpose Program/Activity Exists

1	Civil Justice
2	nmunity Development
3	onsumer Protection
4	ministrative Function
5	Criminal Justice
6	onomic Development
7	tion & Skill Development
8	mergency Services
9	ironmental Protection
10	Public Health
11	tion, Heritage, or Cultural
12	Social Support

19. Requirement Code

C	Constitutional
D	Debt Service
FM	deral - Mandatory
FO	oose to participate, certain requirements exist)
S	Statutory

Document criteria used to prioritize activities:

1) Agency Mission, constitutional requirements and federal mandates
2) Public safety, staff and inmate safety, population management, inmate care & housing, community supervision
3) Impact on recidivism, behavior change, tools for successful re-entry into communities
4) Interrelationships and dependencies between related functions & programs
5) Benchmarks and key performance measures

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Consolidate four minimum-custody male institutions into the inactive medium-custody male facility at Deer Ridge Correctional Institution in Madras.	This strategy would deactivate up to four minimum security facilities. Up to 1,644 male minimum-custody inmates would be relocated to the unoccupied medium-custody facility at the Deer Ridge Correctional Institution in Madras, which was designed and constructed to house 1,228 offenders, necessitating the creation of 416 new emergency beds. Of the 306 positions (307.2 FTE) eliminated at the four deactivated facilities, 92 positions/ 88.6 FTE would be projected to relocate to the Deer Ridge facility. The remaining staff would be reviewed for potential placement elsewhere in the department, based on seniority status. All impacted institutions are represented by the AFSCME labor organization. In order to have any possibility of achieving this level of savings, the staff seniority review and plans for activation of the Madras facility would need to begin immediately. Based on the current need to consistently maintain over 200 position vacancies to address budget cuts, placement of these 214 staff would be challenging. Estimated savings are net of all termination and mothball costs for deactivated facilities.	$29,398,003 GF	Due to progressive reductions to all programs and functions over the past several biennia, coupled with layers of budget reductions at the statewide level, the only reasonable strategy is a reduction in workload through a consolidation of locations and a reduction of staff and operational costs. This proposal would maintain the current inmate population and would not require statutory change to allow for early offender releases. Continued growth in the inmate population makes this strategy somewhat short-term, in that the current utilization of existing emergency beds will force the re-activation of closed facilities in the future.

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
	The effect of this strategy would be substantial on the three rural community economies, Baker City, Lakeview and North Bend. Deactivation of the Santiam institution in Salem would also have a significant impact, but with more employment opportunities for affected staff. The combined biennial payroll for the four minimum-custody facilities is projected at $44.9M for the 2015-17 biennium. Based on the April 2014 Office of Economic Analysis Corrections Population Forecast, growth in the inmate population would indicate a need for re-activation of one of the facilities by July 2019, given that all existing emergency capacity for males is already in use and assumed to remain activated for the entire ten-year forecast timeframe.		
2. Deactivate Mill Creek (Salem), Columbia River (Portland) & South Fork Forest Camp (Tillamook) and release 1,087 minimum-custody male inmates to community corrections local supervision.	Currently, the Director of the Department of Corrections does not have statutory authority to release offenders prior to their calculated sentence completion date. This strategy is only possible if statutory changes permit early releases by administrative action.	$39,570,214 GF $2,278,621 OF	This is the second workload/caseload reduction strategy and would involve the closure of three additional facilities, each with unique agency missions. The lack of statutory/legal authority to early release inmates is a major

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
	This strategy would result in the release of almost 1,100 offenders into the community and to the supervision of local community corrections agencies. The proposed savings are net of the additional community corrections supervision caseload funding impacts, termination costs and all related institution mothball costs. Deactivation of the Mill Creek facility would eliminate much of the outside work crew resources used in the community to provide savings for other local governments. Deactivation of the South Fork Forest Camp will terminate the cooperative relationship with the Forestry Department for forest-related work crews, and deactivation of the Columbia River Correctional Institution in Portland would shut down a major metropolitan area releasing institution with significant programming and treatment capacity, and a medical hub for offsite medical connection to the Oregon Health & Science University.		hurdle and this approach has not been supported in previous budget reduction discussions. It is presented here in support of the belief that to achieve budget reductions of this magnitude, the only reasonable solution in the near term is to downsize the population requiring supervision.

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
	Up to 449 positions would be eliminated and the placement within the department would be subject to the seniority system contained in the collective bargaining agreement with AFSCME. If coupled with the first strategy, placement would be more challenging, with almost 700 staff being laid off. Collectively, this would result in a 15% reduction in the agency workforce. Combined payroll for these three institutions is projected at $26.6M for the 2015-17 biennium. At this point, all of the free-standing male minimum-custody facilities are closed, with only the co-located minimum units at Two Rivers (Umatilla) and Snake River (Ontario) remaining active.		
3. Deactivate the Oregon State Correctional Institution on or about June 15, 2016 and release 946 medium-custody inmates to community corrections local supervision.	Much of the same discussion as #2 above, this option would also require early release authority, which has not been a concept supported by the broader public safety community. This strategy would release medium-custody inmates, compared to all of the prior deactivations that released minimum-custody inmates. This institution is the site for significant	$24,235,182 GF $28,573 OF	This is the last of the three workload or population reduction strategies offered to meet the 10% reduction target. Important to note here is that the sum total of the three population strategies is only $93,203,399 GF, or 60% of the total reduction target of $156,400,533.

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
	inmate work programs operated by Oregon Corrections Enterprises. These would need to either close or relocate due to the absence of an inmate workforce. This facility is also home to a unit that houses inmates with severe medical conditions, which would also need to be relocated.		
4. Proportional reduction to Community Corrections grants for local felony supervision.	In the 2015-17 Agency Request Budget, funding for grants for parole, probation and post-prison supervision is $245,759,961 GF. Any reduction that reduces the funding level for this supervision responsibility below a statutorily-defined funding formula will trigger what is known as the “opt out,” which means simply that counties would have the option to “opt out” of their supervisory responsibilities and give that role back to the state. To date, Linn and Douglas Counties have elected that option and are now state-run county community corrections programs. If other counties were also to “opt out,” those county staff would likely become state employees and part of the Department of Corrections.	$24,557,996 GF	Based on the magnitude of the overall reduction target, this must be considered as a proportional contribution, despite the operational and political risk. To consistently achieve budget reductions at this level, the entire felony caseload will need to see proportional reductions; both incarceration and local supervision.

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
5. Eliminate enhanced treatment funding for counties.	As part of the funding strategy resulting from passage of BM 57 (2008), the legislature approved $15M GF for additional addiction treatment in local communities. $5M of that was subsequently reduced in budget reduction exercises, but the inflated remainder is allocated to counties based on a grant application process each biennium. The importance of providing ongoing treatment for offenders on local supervision after their release from prison is well documented, as it relates to the increased probability of a successful re-entry back to their local communities. The long-term impact to the DOC budget would be the increased risk of increased recidivism, victimization, and re-incarceration.	$10,654,022 GF	This reduction option is the second strategy impacting funding for local community corrections programs and activities. This funding is not part of the statutorily-defined funding for caseload supervision and would not trigger an “opt-out” if cut.
6. Eliminate transition/treatment program funding.	The reduction of this funding would limit the resources available to releasing offenders for ongoing treatment or other financial assistance to ensure the most successful release possible and minimize the recidivism risk.	$925,406 GF	This program funding for transition and release support is also not part of the statutorily-defined funding obligation for the state and if cut, would not trigger the “opt-out” potential.
7. Eliminate all non-mandated programs and treatment as	This reduction will have a significant impact on the menu of in-prison treatment	$8,478,829 GF 838,052 GF	Alcohol & Drug – program & admin Parenting Inside-Out

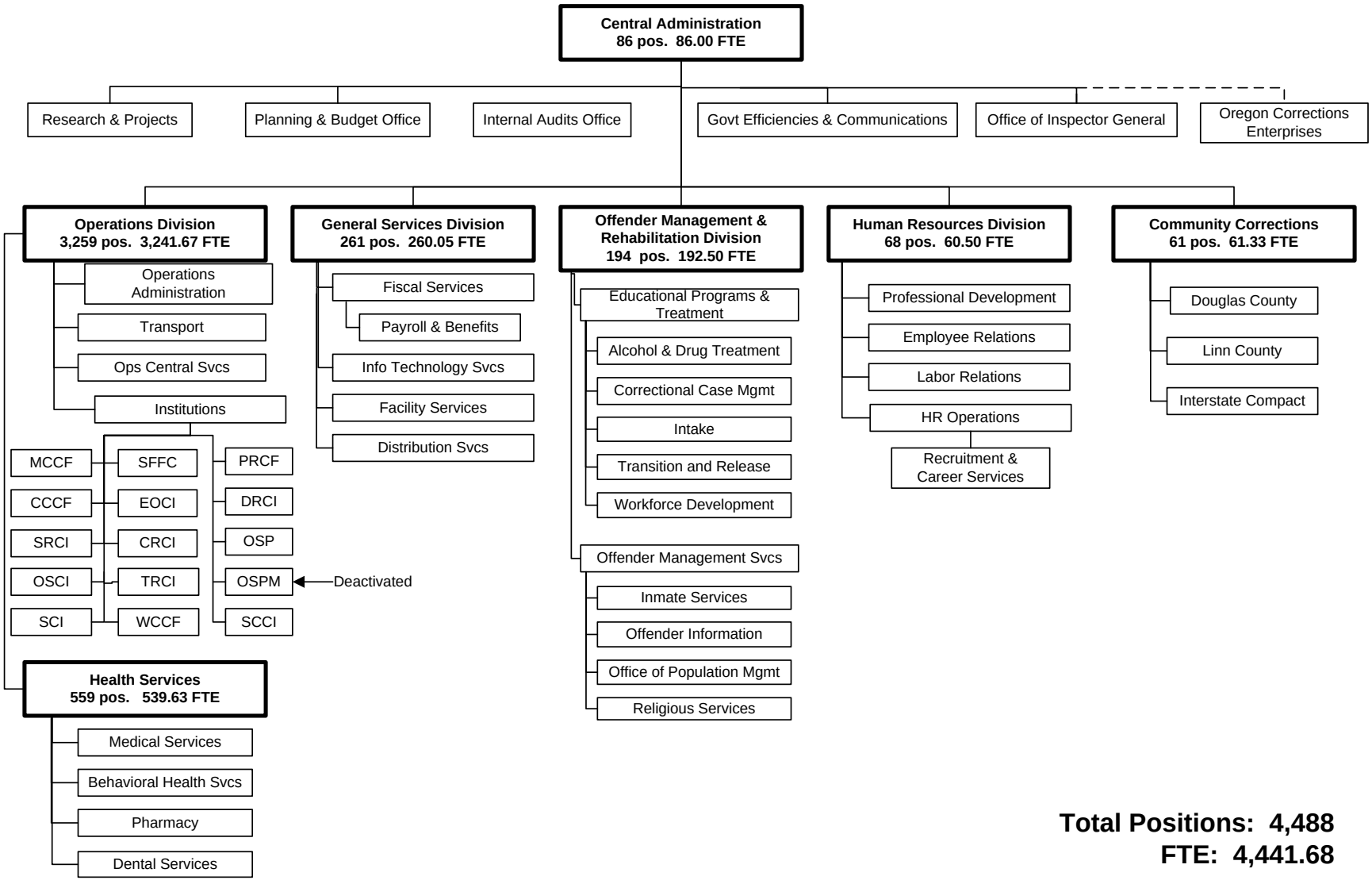
5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
well as the mandated Education and Training Program.	and program options that have a demonstrated, positive impact on Oregon's recidivism rate. These programs are a critical part of the overall rehabilitative/restorative element of the department's constitutional mandate.	2,632,988 GF 444,615 GF 733,598 GF 12,919,554 GF 1,012,074 GF $27,059,710 GF	Cognitive Restructuring Cognitive Re-entry program Work-based Education & Training Mandated Education and Training County Re-entry Work Release Total Reduction – Non-mandated Programs Based on the consequential impact on both inmate behavior while incarcerated and the department's responsibility to prepare inmates for the eventual release back to their communities, this option is ranked at the bottom of the list of challenging options – it is likely the least cost-effective, given the absence of treatment and programs and the predictable impact on re-victimization, related prosecution, court and sentencing costs.
8. Suspend inmate work crews.	Other Fund revenues and expenditures occur when inmates work inside institutions, work outside institutions in local communities and fighting seasonal wildfires, and from sales of products generated during work-based education and training programs. Suspension of	$1,211,495 OF	While this option is the least impactful for other parts of the organization, the suspension of all or part of the inmate work crew program would limit resources available for inmates to support themselves while incarcerated, be

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
	these self-financed activities would impact the DOC constitutional compliance with BM 17, which requires inmates to be actively engaged in work, training, programs or treatment for a significant part of their time while incarcerated. Revenues from these activities do not support other agency programs or activities.		actively engaged in work activities and learn skills that can aid in the re-entry process. Other governmental agencies who utilize these work crews to generate savings in their own local budgets would have to obtain these services elsewhere, likely at a higher cost, or simply discontinue the service.
9. Restrict the expenditure of Federal Funds.	The department has limited federal fund resources from which to make reductions. The primary federal revenue stream comes as a block grant allocation from the State Criminal Alien Assistance Program (SCAAP) and must be directed to partially reimburse the agency for inmate medical expenses. Two other federal fund limitations are included in the 2015-17 budget and are carryover balances from grants received in prior biennia – these also are dedicated by grant terms and conditions, to the express purpose for which the funds were awarded. These funds may not be redirected to other agency needs.	$558,742 FF	Since these funds may not be used for any other agency purpose, there is no logical reason to reduce spending and return the funds to the granting agency.

5/10% REDUCTION OPTIONS (ORS 291.216)			
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	(DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	(GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	(RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
AGENCY TOTALS		$156,400,533 GF $3,518,689 OF $558,742 FF	

OREGON DEPARTMENT OF CORRECTIONS

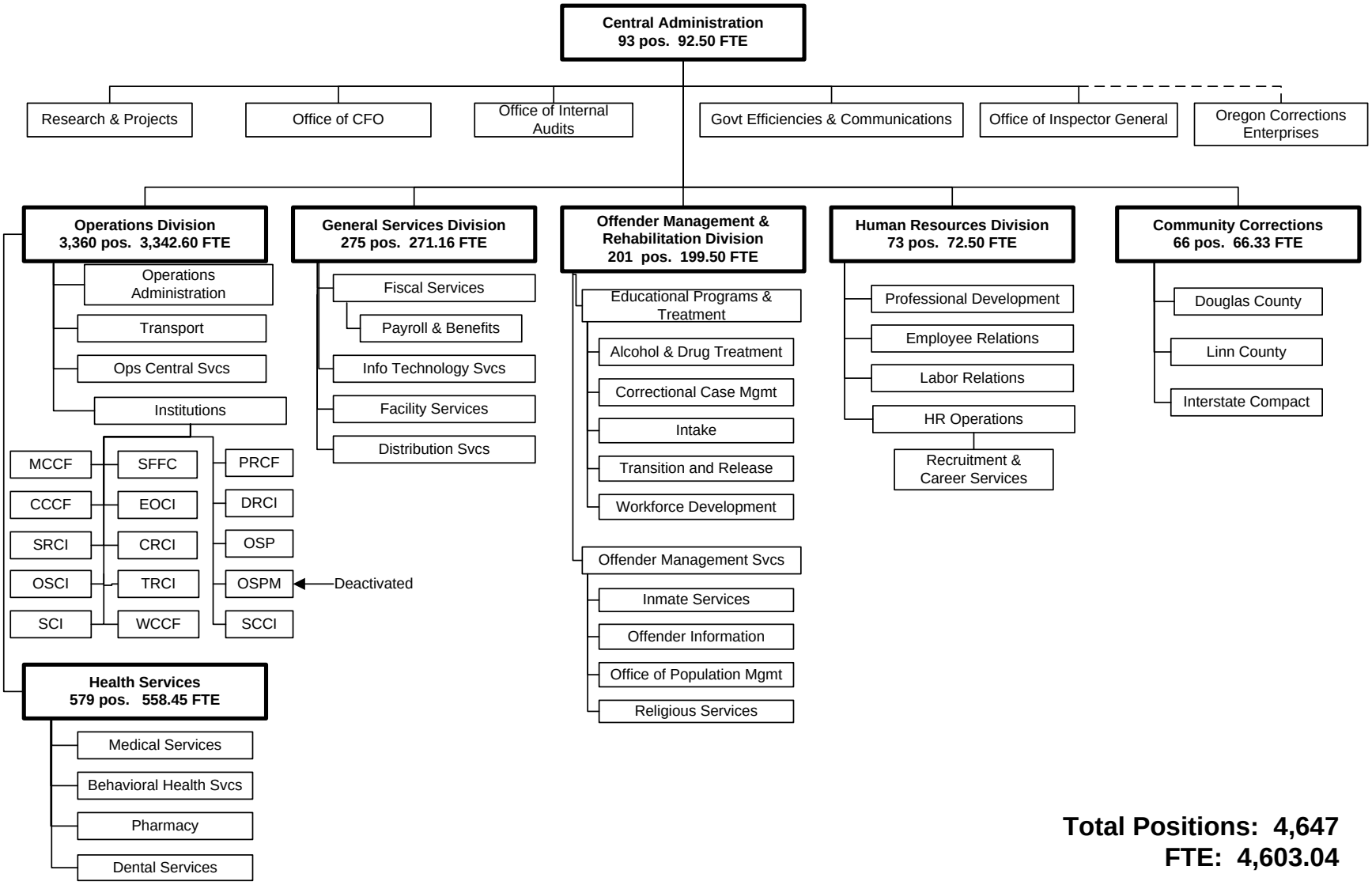
2013-15 Current Legislatively Approved Budget



Total Positions: 4,488
FTE: 4,441.68

OREGON DEPARTMENT OF CORRECTIONS

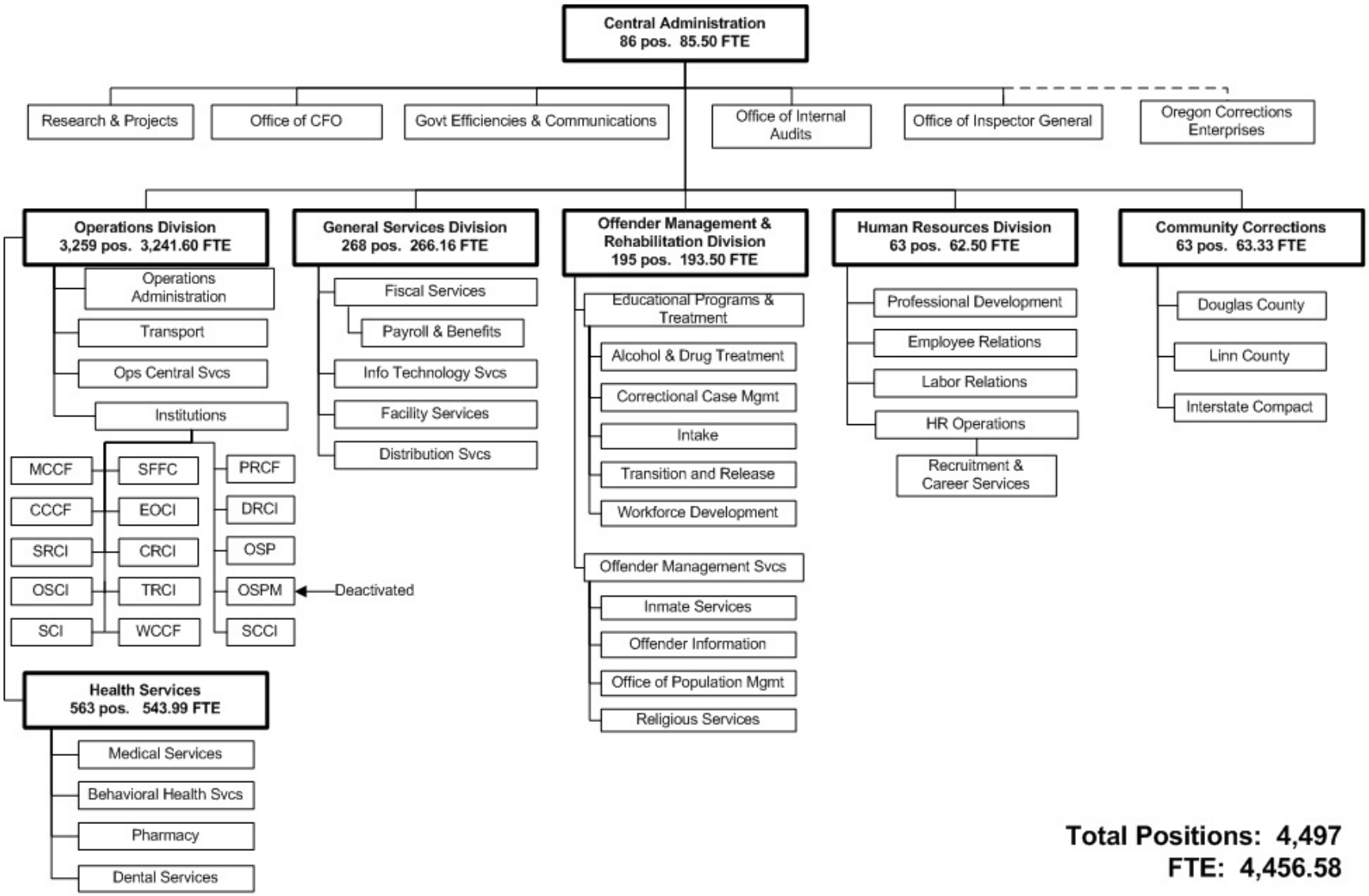
2015-17 Agency Request Budget



Total Positions: 4,647
FTE: 4,603.04

OREGON DEPARTMENT OF CORRECTIONS

2015-17 Governor's Balanced Budget



Total Positions: 4,497
FTE: 4,456.58

Revenue Discussion
The 2015-17 Governor's Balanced Budget for the Department of Corrections is financed primarily with General Fund; 95.6% from General Fund, 3.9% from Other Funds and .5% from Federal Funds. For 2015-17, Other Fund revenues to fund requested expenditure limitation are projected at $62,421,147, of which $27,620,000 is General Fund Obligation Bonds and $4,781,217 are Transfers. Federal Funds are anticipated for partial reimbursement of the costs to incarcerate illegal aliens and to subsidize DOC's Debt Service payments.

Other Funds
While not encompassing all Other Fund revenue, some highlights are:

Federal Revenues (as Other Funds) $130,342
These funds come to the department from the Federal Government as an incentive for reporting individuals that are incarcerated who may be receiving social security assistance and due to their incarceration are no longer eligible.

Charges for Services $8,903,207
The principle contributor to this account is the expected revenue from services provided to state or federal agencies and other clients by inmate work crews. Also included are revenues received from services provided by inmate training programs, commissary sales to inmates, and County supervision fees.

Fines & Forfeitures $118,766
This revenue comes from charges to inmates for personal medical prostheses and property damage and escape attempt costs. Also included are County non-sufficient check fees and drug court forfeitures.

Rents & Royalties $289,840
This revenue comes from warehouse space rental, land leases, and easements.

General Fund Obligation Bonds $27,620,000
The sale of General Fund Obligation Bonds will finance a portion of the department's most critical deferred maintenance issues.

Sales Income $1,785,295
Sales Income is derived primarily from non-inmate food sales and sales of inmate-produced products. Also included in this account are surplus property sales and real property sale proceeds.

Other Revenues $17,097,895

This account includes victim's restitution allocations to maintain the victim's notification program as well as the Inmate Welfare Fund pending allocations.

Transfers In - Intrafund $1,438,365
Revenue for the Inmate Welfare Fund is derived exclusively from inmate-related sources and is expended exclusively on programs that directly benefit inmates. The revenue sources include telephone revenues, canteen profits, fines and confiscations, and vending machines. This Transfer is offset by corresponding Transfer Out – Intrafund.

Transfer In - Other $3,986,493
This account is used to record the movement of Inmate Welfare Fund revenues between organizational units within the department, for approved programs and activities.

Transfer from Other State Agencies $794,724
In addition to the Other Revenues above, the department expects to receive funds from the Department of Education ($208,074), and the Office of Community College Services ($189,850) for inmate educational programs. In addition, $26,000 is anticipated from the Department of Justice for Prison Industries Enhancement (PIE) and $370,800 from the Criminal Justice Commission.

Transfer Out - Intrafund ($1,438,365)
This account is used to record the movement of Inmate Welfare Fund revenues between organizational units within the department, for approved programs and activities. This Transfer is offset by corresponding Transfer In – Intrafund.

Federal Funds
Federal Funds $7,872,260
Federal funds are expected to be available through the State Criminal Alien Assistance Program to partially reimburse the state for expenditures associated with the incarceration of illegal aliens. These funds are used as direct offsets for the costs of medical care.

Federal Funds $1,262,826
These funds represent Build America Bonds from a federal program to help states pursue needed capital projects that build infrastructure and create jobs.

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-000-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Federal Revenues	159,506	361,457	361,457	130,342	130,342	-
Charges for Services	10,641,878	11,826,742	11,826,742	8,392,233	8,392,233	-
Admin and Service Charges	295,616	3,290	3,290	510,974	510,974	-
Fines and Forfeitures	184,133	234,287	234,287	118,766	118,766	-
Rents and Royalties	260,402	239,339	239,339	289,840	289,840	-
General Fund Obligation Bonds	-	5,050,000	5,050,000	22,816,595	27,620,000	-
Interest Income	22,498	17,672	17,672	12,994	12,994	-
Sales Income	2,150,088	2,034,830	2,034,830	1,785,295	1,785,295	-
Donations	39,334	1,721	1,721	14,045	14,045	-
Grants (Non-Fed)	-	-	-	194,618	194,618	-
Loan Repayments	-	33,556	33,556	34,563	34,563	-
Other Revenues	9,739,826	3,198,882	3,198,882	17,097,895	17,097,895	-
Transfer In - Intrafund	12,101,155	9,787,477	9,787,477	1,438,365	1,438,365	-
Transfer In Other	-	14,085,049	14,085,049	3,986,493	3,986,493	-
Tsfr From Justice, Dept of	24,745	25,329	25,329	26,000	26,000	-
Tsfr From Revenue, Dept of	6,276,355	-	-	-	-	-
Tsfr From Criminal Justice Comm	866,067	-	-	370,800	370,800	-
Tsfr From Police, Dept of State	42,193	-	-	-	-	-
Tsfr From Energy, Dept of	392,121	-	-	-	-	-
Tsfr From HECC	-	-	-	189,850	189,850	-
Tsfr From Education, Dept of	213,065	202,014	202,014	208,074	208,074	-
Tsfr From Comm Coll/Wkfrc Dev	199,620	184,320	184,320	-	-	-
Transfer Out - Intrafund	(12,101,155)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	-
Total Other Funds	**$31,507,447**	**$37,498,488**	**$37,498,488**	**$56,179,377**	**$60,982,782**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-000-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Federal Funds						
Federal Funds	6,518,818	7,523,861	7,523,861	7,872,260	7,872,260	-
Total Federal Funds	**$6,518,818**	**$7,523,861**	**$7,523,861**	**$7,872,260**	**$7,872,260**	**-**
Nonlimited Other Funds						
Refunding Bonds	346,773,770	-	-	-	-	-
Total Nonlimited Other Funds	**$346,773,770**	**-**	**-**	**-**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
Total Nonlimited Federal Funds	**$1,262,825**	**$1,262,826**	**$1,262,826**	**$1,262,826**	**$1,262,826**	**-**

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Social Security reporting incentive	Other	0355	$159,506	$361,457	$126,545	$130,342	$130,342	$0
Inmate Work Crews and Programs, ID Replacement Cards, Witness Fees, Copier revenue, Commissary sales, Oregon Trail Card pennies and County supervision fees	Other	0410	10,641,878	11,826,742	8,147,796	8,392,233	8,392,233	0
Admin & Service Charges	Other	0415	295,616	3,290	496,090	510,974	510,974	0
Charges to inmates for property damage, inmate victim restitution, Drug Court forfeitures and restitution for medical services	Other	0505	184,133	234,287	115,308	118,766	118,766	0
Warehouse space rental, land, building and tower leases, and easements	Other	0510	260,402	239,339	281,397	289,840	289,840	0
GF Obligation Bonds	Other	0555	0	5,050,000	0	22,816,595	27,620,000	0
Refunding Bonds	Other	0575	346,773,770	0	0	0	0	0

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Interest Earnings from COPs is shifted to Other Funds from General Fund to pay Debt Service obligations previously financed with General Fund dollars	Other	0605	22,498	17,672	12,615	12,994	12,994	0
Real property sales, non-inmate food sales, sales of inmate-produced products, medical prostheses, legal records requests, Secure ID tokens, Oregon Youth Authority food sales, inmate work program sales and surplus property sales	Other	0705	2,150,088	2,034,830	1,733,292	1,785,295	1,785,295	0
Miscellaneous non-federal grants and donations	Other	0905	39,334	1,721	13,713	14,045	14,045	0
Grants (non-Federal)	Other	0910	0	0	188,950	194,618	194,618	0
Loan Repayments	Other	0925	0	33,556	0	34,563	34,563	

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Victim's restitution allocations, travel reimbursements, inmate victim restitution, medical equipment reimbursement and Telmate	Other	0975	9,739,826	3,198,882	15,937,242	17,097,895	17,097,895	0
Transfer of Inmate Welfare funds between programs. Transfer revenue between funds to properly align revenue to programs	Other	1010	12,101,155	9,787,477	1,556,675	1,438,365	1,438,365	0
Initial receipt of Inmate Welfare funds and recording movements of revenues between Department organizational units	Other	1050	0	14,085,049	0	3,986,493	3,986,493	0
Transfers from Department of Justice for Prison Industries Enhancement programs	Other	1137	24,745	25,329	32,648	26,000	26,000	0

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Transfer from Department of Revenue for criminal fines	Other	1150	6,276,355	0	3,870,383	0	0	0
Transfer from Criminal Justice Commission	Other	1213	866,067	0	265,988	370,800	370,800	0
Transfer from State Police for bullet proof vests grant	Other	1257	42,193	0	0	0	0	0
Transfer from Department of Energy	Other	1330	392,121	0	0	0	0	0
Transfers from HECC	Other	1525	0	0	0	189,850	189,850	0
Transfers from Department of Education for grants and inmate educational programs	Other	1581	213,065	202,014	106,943	208,074	208,074	0
Transfers from Community Colleges for inmate educational programs (moving to 1525 next biennium)	Other	1586	199,620	184,320	184,800	0	0	0

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17		
						Agency Request	Governor's Balanced	Legislatively Adopted
Transfer of Inmate Welfare Funds between programs. Transfer revenue between funds to properly align revenue to programs	Other	2010	(12,101,155)	(9,787,477)	(711,552)	(1,438,365)	(1,438,365)	0
Federal funds from the State Criminal Alien Assistance Program (SCAAP), American Recovery and Reinvestment Act (ARRA), Build America Bonds and Federal grant for inmate educational programs	Federal	0995	7,781,643	8,786,687	6,847,257	9,135,086	9,135,086	0

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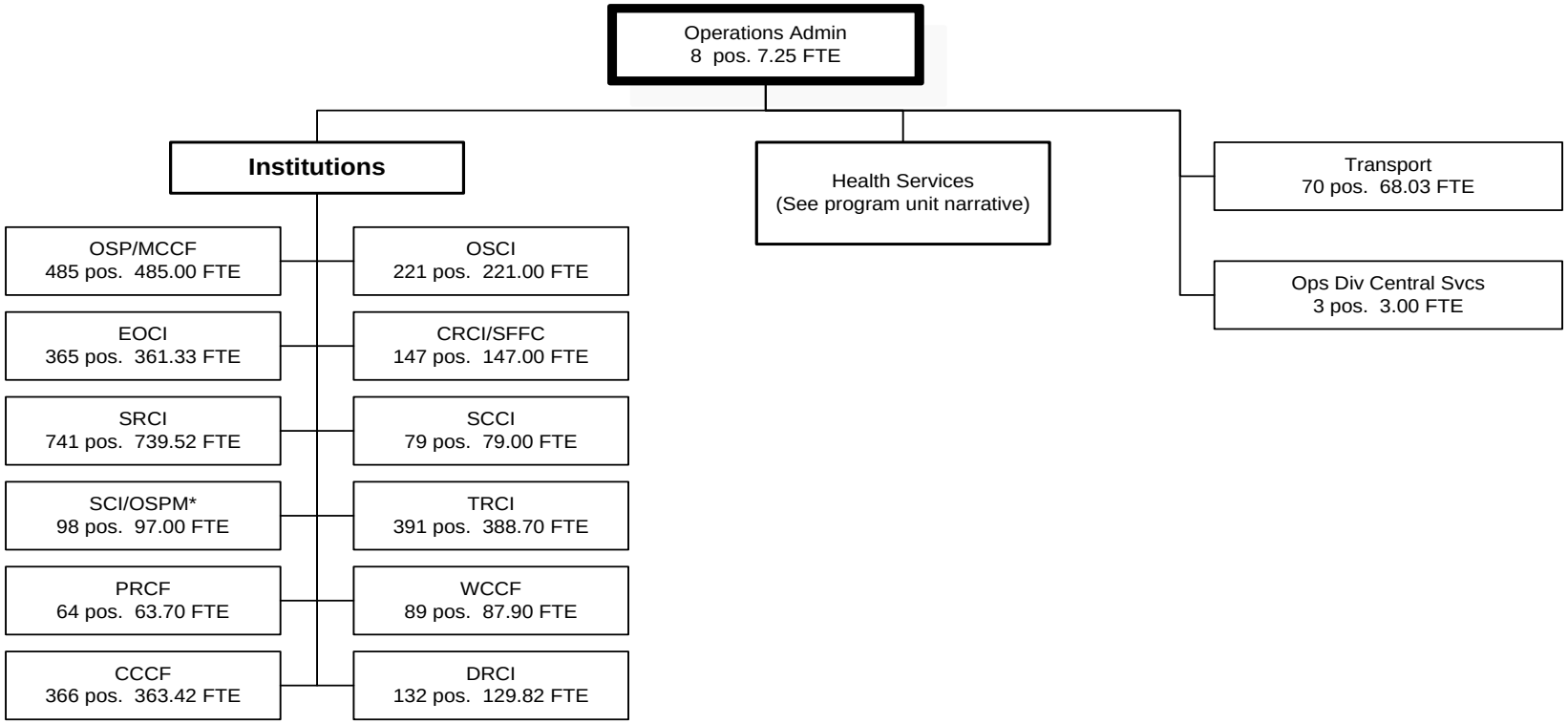
OREGON DEPARTMENT OF CORRECTIONS

Operations Division Organizational Chart

(Excluding Health Services Program Unit)

2013-15 Current Legislatively Approved Budget



*Institution is deactivated

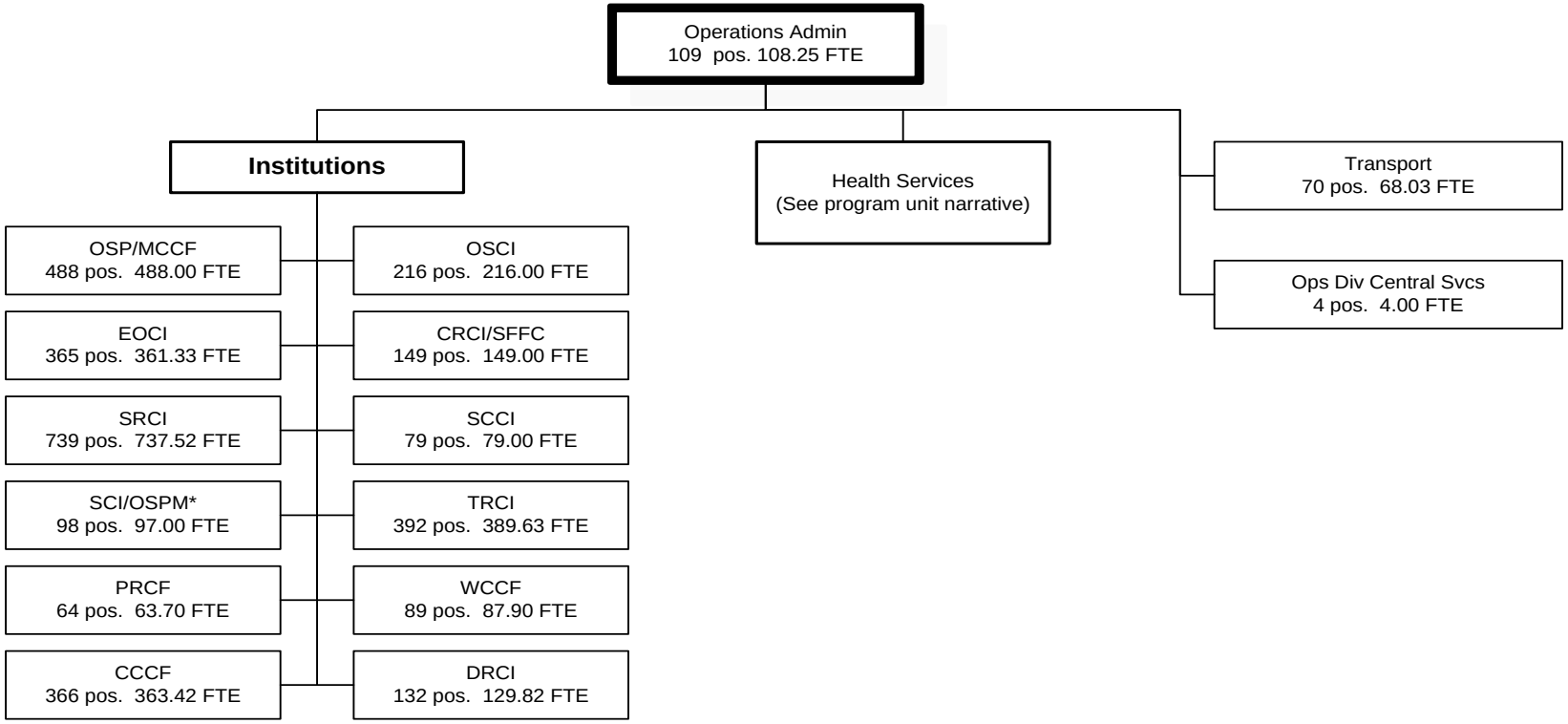
Total Positions: 3,259
FTE: 3,241.67

OREGON DEPARTMENT OF CORRECTIONS

Operations Division Organizational Chart

(Excluding Health Services Program Unit)

2015-17 Agency Request Budget



*Institution is deactivated

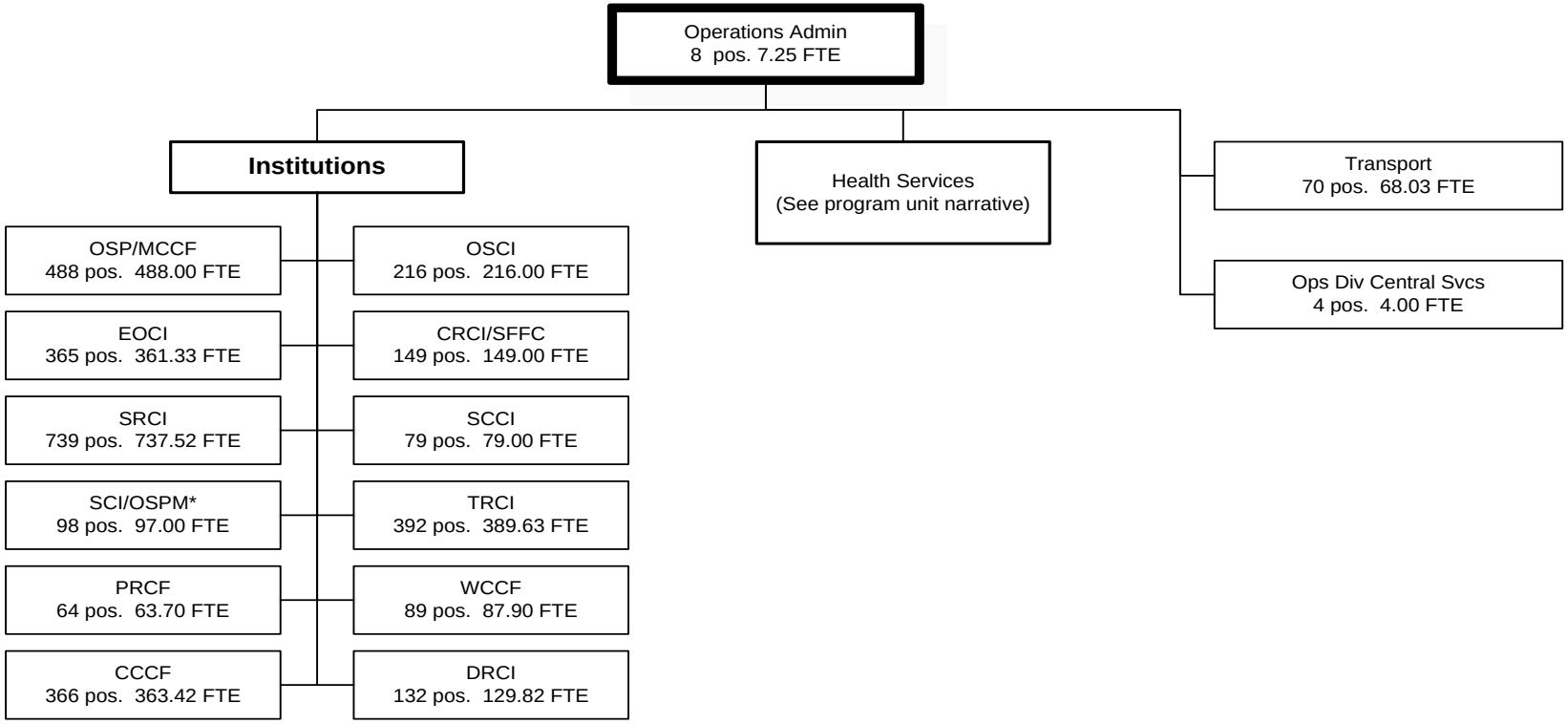
Total Positions: 3,360
FTE: 3,342.60

OREGON DEPARTMENT OF CORRECTIONS

Operations Division Organizational Chart

(Excluding Health Services Program Unit)

2015-17 Governor's Balanced Budget



*Institution is deactivated

Total Positions: 3,259
FTE: 3,241.60

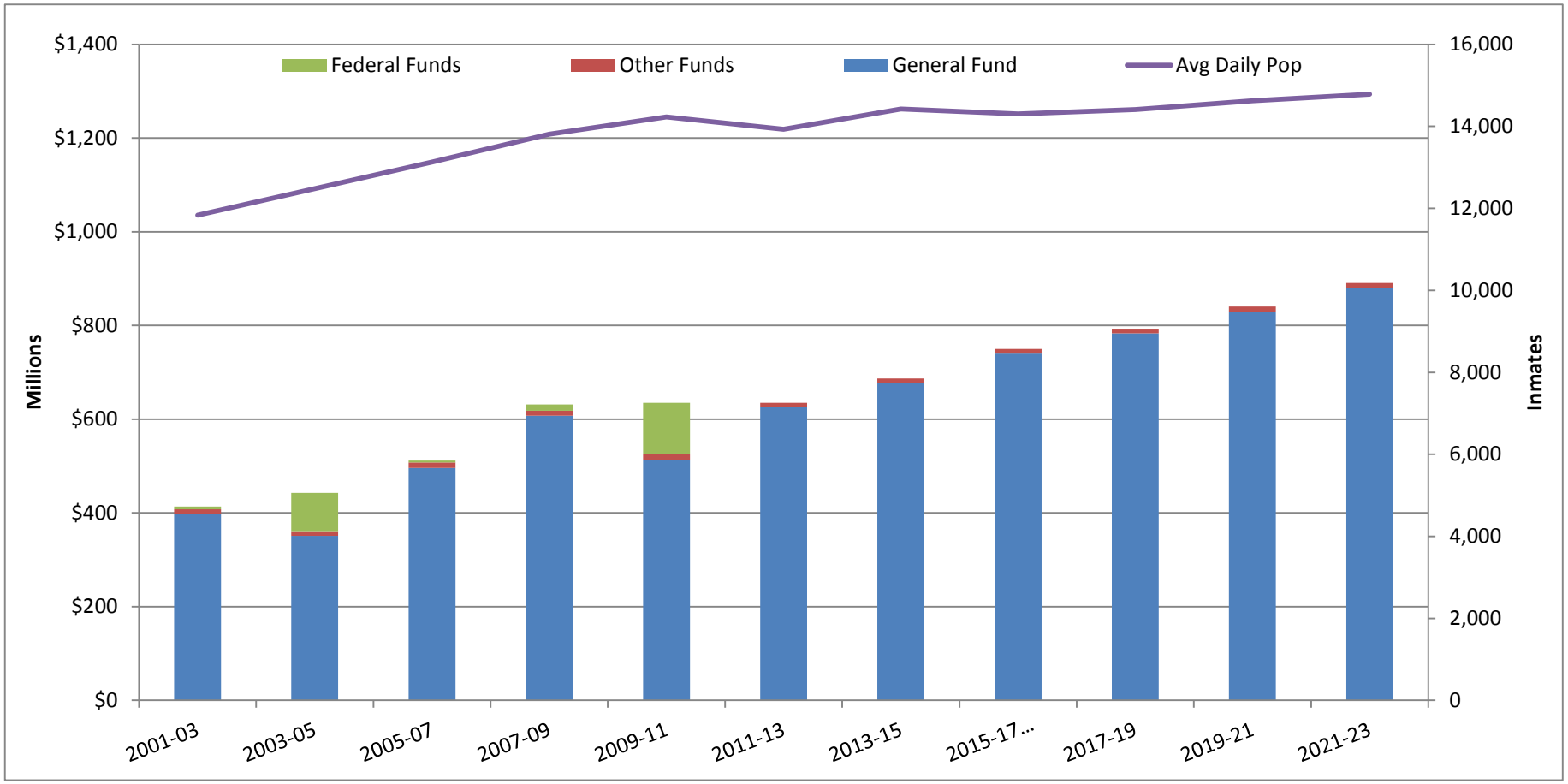
Operations

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety

b. Primary Program Contact: Michael Gower, Assistant Director for Operations

c. Total Funds Budget



d. Program Overview

The Operations Division is responsible for the overall security, housing, and daily operations for Oregon's incarcerated adult felony offenders.

e. Program Funding Request

This Division requested $740,538,138 in General Fund in the Agency Request Budget to continue housing adults and juveniles who have been convicted of felony crimes and sentenced to more than a 12-month period. This request includes funding for the following Policy Option Packages which are described in detail later in the document.

- 102 – Staff Wellness (Eliminated in Governor's Balanced Budget)
- 103 – Staffing Initiatives: New Initiatives & Existing Workload (Eliminated in Governor's Balanced Budget)

f. Program Description

The Oregon Department of Corrections (DOC) provides the care and custody of more than 14,600 individuals who have been convicted of felony crimes and sentenced to more than a 12-month period of incarceration. Adults in custody housed in DOC facilities have contact throughout each day with Operations Division employees. Adults in custody take care of their basic hygiene needs, work, complete programs, communicate with their families, and recreate under constant supervision of DOC staff.

The purpose of the Operations Division is to provide a safe, secure environment for adults in custody, and for staff to perform their duties and hold offenders accountable for their actions while reducing the risk of future criminal behavior. To accomplish this, adequate numbers of staff (security and security-plus/non-custody) are duty stationed within institutions to maintain proper observation and control of day-to-day functions such as outside recreation, meals, showers, medical services, education, A&D treatment, work, general line movement, visiting, and other activities. Adults in custody are assigned housing to minimize friction and are separated within an institution or moved to another facility when conflicts do occur. Movement is managed throughout the facility to allow the necessary degree of control over the inmate population. Progressive privileges and consequences (based on behavior) allow adults in custody to make choices that determine their participation and activity levels. Work, education, organized activities, and programming occupy offenders' time in pro-social ways that provide them with tools for re-entry to society. Staff engage offenders as a part of the Oregon Accountability Model (OAM), role modeling appropriate responses, mentoring, and redirecting adults in custody in day-to-day situations.

DOC has 14 active institutions, one of which is a female facility. However, the medium facility at Deer Ridge Correctional Institution (Madras) is currently not operating, as well as the minimum facility at Oregon State Penitentiary (Salem). Prisons range in size from the 200-bed South Fork Forest Camp (Tillamook), to Snake River Correctional Facility (Ontario) with more than 3,000 beds and four complexes. Each facility produces its own meals, performs its own maintenance and repairs, and manages inmate laundry, sanitation, activities, and visiting. The availability of programming and work varies by institution according to size, focus, and available funding.

The Operations Division works closely with other DOC divisions to provide services and care for offenders. DOC also partners with other state agencies such as the Driver and Motor Vehicle Services Division of the Oregon Department of Transportation, the Oregon Department of Veterans' Affairs, the Oregon Department of Human Services, and the Oregon Employment Department to provide adults in custody the best chance for successful transition back to the community.

The primary cost driver for the Operations Division is the cost of staff to maintain proper coverage and associated overtime. The cost of offender care (clothing, personal supplies, food, bedding, paper products, etc.) is a secondary driver, as is the cost to maintain aging equipment and facilities.

g. Program Justification and Link to 10-Year Outcome

DOC's success in keeping convicted felons securely incarcerated for the duration of their sentence is a key part of keeping Oregonians safe where they live, work, and play.

- DOC has a current disaster preparedness response and recovery plan that continues to work toward federal standards. The Operations Division conducts regular emergency preparedness exercises at each facility and the network of statewide resources is coordinated through the Operations Division Administration. DOC has made offender workers and resources available to local jurisdictions for emergency efforts.

By effectively using the time individuals are in DOC's custody, DOC can increase their chances of a successful transition back to the community.

- 93 percent of adults in custody will eventually return to the community. Through the use of the OAM and Correctional Case Management (CCM), Operations Division staff support offenders' successful transition to society and help to reduce the likelihood of committing future crimes.
- Institution counselors prepare a Corrections Plan addressing criminality for each adult in custody using the assessments completed by the Offender Management and Rehabilitation Division at intake. Addressing causes of criminality during incarceration increases an individual's chances for successful re-entry.
- DOC works with the Community Corrections Division and the Parole Board to prepare a release plan for each offender,

increasing the offender's chances of success as he/she transitions back to the community.
- DOC has increased the avenues for adults in custody to maintain contact with family and friends, which positively influences recidivism rates.

The operations division relies on industry-specific studies to assist in measuring its own success and developing new initiatives. A few examples of these studies include:

- ***Pew Research Study –*** In April 2011, the Pew Center on the States published its Public Safety Performance Project report. They reported Oregon's recidivism rate at 22.8 percent – the lowest in the nation for releases in 2004, covering a three-year period. Oregon, Kansas, and Utah led the country in declining returns to prison during the study period, with Oregon reporting the steepest drop of 31.9 percent. The report discusses reasons for Oregon's success, including the use of evidence-based practices and coordination with community corrections.

- ***Minnesota Study –*** A November 2011 study by the Minnesota Department of Corrections found that "visitation significantly decreased the risk of recidivism, a result that was robust across all of the Cox regression models that were estimated." Further, the findings suggest that revising prison visitation policies to make them more "visitor friendly" could yield public safety benefits by helping offenders establish a continuum of social support from prison to the community.

- ***Association of State Corrections Administrators (ASCA) Food Service Review*** – In an effort to make the food service program as efficient as possible, DOC asked ASCA to review its program at the central level and at each institution. DOC is in the process of implementing most of the recommendations derived from that review.

The Operations Division impacts 10-year performance indicators in the following way. DOC must accept all offenders remanded to state custody and has no independent release authority. With the passage of HB 3194 (2013), the April 2014 prison population forecast predicts a 10-year growth of just 1.6 percent – this is the smallest growth in a forecast in decades. While this is good news, DOC has been managing the inmate population within existing prison capacity through the use of emergency beds. When paired with staff reductions, forced vacancies, and an inadequate post relief factor, it reduces the Operations Division's ability to monitor and control offender behavior.

Additional beds and reduced staff presence make institutions less for adults in custody. With increased unrest among the inmate population, and less control of offender actions, the institutions also become less safe for staff and, ultimately, the public, in the form of potential escapes.

All costs for offender care continue to rise, but food costs have had the sharpest increase. DOC continues to look for efficiencies in clothing, supplies, and food, but the trend, expressed in a dollar amount per inmate per day, continues to rise.

h. Program Performance

Quantity Metric – Offender Population

The historical average daily offender population figures below show an increase over the highlighted biennia. The Operations Division serves all offenders in the population on a daily basis, so total population numbers are an accurate reflection of numbers served. This measure is now reflected in the agency's scorecard.

2003-05	2005-07	2007-09	2009-11	2011-13	2013-15	2015-17
12,480	13,130	13,809	14,228	14,125	14,599*	14,447*

*Average Daily Population based on October 2014 Prison Population Forecast

Quality Metric – Escapes

Escapes are a measure of safety for the public. There have been no escapes from armed perimeter facilities during the measurement period. DOC's target during the reporting period and projected performance is zero escapes. This measure is now reflected in the agency's scorecard.

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
0	0	0	0	0	0	0	0	0	0

Minimum custody facilities are unarmed and may be unfenced. DOC staff is not authorized to pursue escapees. DOC's target during the reporting period and projected performance is zero escapes. This measure is now reflected in the agency's scorecard.

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
0	2	3	2	2	0	0	2	2	4

Offenders on work crews in the community have a much greater opportunity to leave DOC custody. The following data shows the average rate of walk-aways from work crews per month during the last ten years. DOC's target during the reporting years and into the future is 1.0 per month or less. This measure is now reflected in the agency's scorecard.

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
.25	.58	.25	.33	.25	.17	.17	.25	.17	0

Quality Metric – Level 1 Sanctions

The information below shows the number of offenders sanctioned for the most serious kinds of negative behavior. This measure is an indicator of how safe DOC prisons are for offenders. This measure was changed in recent years, so a full ten years of history is not available. The measure is expressed in terms of monthly average Level 1 sanctions per 1,000 offenders. DOC's target through the measurement period and into the future is 9.3. Actual results are close to target. This measure is now reflected in the agency's scorecard.

2008	2009	2010	2011	2012	2013	2014
10.08	9.48	9.76	11.02	9.40	8.58	8.87

Quality Metric – Rate of Offender Assaults on Staff

The information below shows the average number of Class I assaults on individual staff per month per 1,000 employees. This is a measure of how safe DOC institutions are for staff. This measure has also been changed in recent years, so a full ten years of history is not available. DOC's target through the reporting period and into the future is 1.7 average assaults per month per 1,000 staff. This measure is now reflected in the agency's scorecard.

2008	2009	2010	2011	2012	2013	2014
1.7	1.33	1.48	1.64	1.74	1.30	1.54

Cost Metric – Cost per Inmate per Day

The standard Department of Corrections published rate is a measure of the direct cost to house and supervise per offender per day. It does not include the cost of administrative units, such as payroll, purchasing, human resources, and central administration.

2003-05	2005-07	2007-09	2009-11	2011-13	2013-15
$64.08	$67.55	$77.78	$84.46	$84.81	$87.08

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

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Transitional leave	The percentage of inmates who complete the program (AIP, 30 and 90).	85%	91%	89%	91.0%
New crimes on transitional leave	The percentage of those arrested for a felony while on transitional leave.	0%	1.20%	1.75%	2.00%
Group disturbances	The number of group disturbances (3 or more inmates)	0	0.67	0	4
Inmate grievances	The number of grievances filed per month (monthly average/1,000 inmates).	40	43.87	45.39	46.7
PREA incidents (Inmate-on inmate)	The number of PREA incidents	0	N/A	5	5
PREA incidents contact (staff)	The number of PREA incidents	0	N/A	3	3

i. Enabling Legislation/Program Authorization

Institution Security and Housing, Food Services, Physical Plant, Correctional Rehabilitation Services, Offender Activities, and Institution and Division Administration are mandated by the Oregon Constitution Article I, Sections 13, 15, 16, and 44; ORS 423.020 1 (a-d); ORS 423.075 5 (a-d); the 2003 Federal Prison Rape Elimination Act (PREA); and OAR 291. The division is also guided by case law based on the 8th Amendment of the U.S. Constitution.

j. Describe the various funding streams that support the program

The Operations Division is primarily funded by General Fund. Just 1.4 percent of the Operations Division budget comes from Other Fund activities such as community work crews, meals sold to county jails and programs for seniors, offender fines, sales of commissary items, and telephone revenue. The Institutions Work Unit of the Operations Division receives no Federal Funds and has no dedicated state resources.

k. Describe how the 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

Within Current Service Level, the Institutions Unit of the Operations Division will continue the work of keeping Oregonians safe by housing offenders, holding them accountable for their actions, providing evidenced-based programs, and reducing the risk of present and future criminal behavior.

The primary change for the Institutions Unit of the Operations Division from 2013-15 to 2015-17 is that there are two Policy Option Package requests for positions. These positions will improve the management of critical functions that were diminished when positions were lost during previous budget cuts; perform new or expanded functions required by federal legislation or state initiatives; and provide appropriate levels of inmate supervision for the current inmate population.

Program Unit Narrative

Operations

The Operations Division is responsible for the overall security, housing, and daily operations of Oregon's incarcerated adult felony inmates. The division generally operates under Oregon Revised Statute (ORS) Chapter 179 and ORS Chapter 421. The Operations Division is under the direction of an Assistant Director with four subordinate administrative units including Institutions, Transport, Operations Division, Central Services, and Operations Administration. There are 14 operating institutions. The Transport functional unit is responsible for institution audits, and inmate transport. Operations Division Central Services includes central budget management, automation, policy development, food service administration, and inmate work programs.

Institution Management reductions over the past several biennia have created circumstances where job duties have been redistributed and in some cases actually doubled, making it more difficult to monitor outcomes and adherence to standards and maintain contact with employees. Per legislative direction, DOC eliminated 20 management positions in 2011-13 and 21 management positions in 2013-15. The loss of positions in other areas has heavily impacted the work load of staff in this program. Projects and needs must be prioritized, streamlined, or not completed.

Organization and Staffing

Correctional institutions are organized and staffed based upon the following fundamental principles:

- Correctional institutions will be secure, safe, civil, and productive environments for staff, adults in custody, and the public.
- Correctional institutions will ensure that all employees are active, visible, skilled participants in achieving the goals of the Oregon Accountability Model (OAM) and the mission of the department.

- Correctional institutions will operate cost-effectively through use of available inmate labor, automation, new technologies, and other strategies to achieve economies and efficiencies.
- Correctional institutions will encourage adults in custody in learning and demonstrating responsible behaviors that support both the OAM and ongoing safe, orderly operations.
- DOC prisons are organized to play a major role in the department's ongoing implementation of the OAM, which encompasses many department initiatives and projects, providing a foundation for adults in custody to lead successful lives upon release.
- Institution security practices, such as proactive security threat group management and appropriate housing assignments, assist the department in holding adults in custody accountable for their actions, managing the inmate population within resource limits, and maintaining a safe and secure environment.
- The department encourages staff to influence inmate behavior positively, to acknowledge positive change, and to provide incentives for adults in custody to change their behavior while incarcerated and to reduce the risk of future criminal behavior.
- Structured activities and other cost-effective incentives are used to assist the department in controlling inmate behaviors, preparing adults in custody for transition through opportunities to practice responsible behaviors, enhancing staff and inmate interaction, and limiting inmate litigation.
- Meaningful work contributes to the success of adults in custody upon release. Most adults in custody have work assignments while incarcerated that assist in the development of an improved work ethic, work skills, and on-the-job experience as part of their preparation for re-entry to the community.
- Targeted programs and services are provided during incarceration through the use of individual inmate corrections plans to mitigate criminal risk factors and further preparing adults in custody to successfully transition back into their communities. The successful re-entry of offenders makes our communities safer for the citizens of Oregon.

Operations Division Administration

The Operations Division Administration includes the Assistant Director, an eastside and a westside Institution Administrator, and support staff. Primary responsibilities are overall institution operations, emergency preparedness, agency policy oversight, and implementation strategies for prison operations. This unit performs a key role in the overall management of a security system that includes multiple prison locations using a wide spectrum of technology and physical plant designs. By centralizing the oversight of the major functions that protect the public and provide the core function of safe, secure, and orderly prisons, DOC is improving the consistency and quality of its security operations.

Transport Unit

The Transport Unit is an integral part of DOC prison operations, and it is no small task. 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 to treat inmate illness, 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.

The transport unit is also responsible for coordination of security audits, oversight of the Tactical Emergency Response Teams (TERT), and oversight of Crisis Negotiator Teams (CNT).

Operations Division Central Services

This program is responsible for policy development, central budget management, use of automation within institutions, central coordination of institution food programs, planning and dietary certification of inmate menus, and central coordination of staff resource planning and inmate work programs.

Institutions

Each of DOC's 14 active institutions is overseen by a superintendent who is responsible for the overall security, housing, and population management of Oregon's incarcerated adult felony inmates (and juveniles sentenced under Measure 11 (1994)). The October 2014 Prison Population forecast indicates there will be 14,581 inmates by the end of the 2015-17 biennium. General Fund appropriations are the primary funding source for the institutions, with some Other Funds support from sources such as inmate work programs and the Inmate Welfare Fund.

DOC faces a number of challenges within its institutions. Among these is the increased use of temporary and emergency beds, which has several implications. With additional beds and reduced staff presence, institutions become less safe for offenders and staff. In addition, DOC has a number of aging facilities and an expanding list of deferred maintenance projects. Managing within existing resources continues to be a challenge and threatens the ability to operate facilities as designed.

DOC prisons are:

- Oregon State Penitentiary (OSP), Salem (active medium/maximum facility; inactive minimum facility)
- Oregon State Correctional Institution (OSCI), Salem
- Mill Creek Correctional Facility (MCCF), Salem
- Santiam Correctional Institution (SCI), Salem
- Columbia River Correctional Institution (CRCI), Portland
- South Fork Forest Camp (SFFC), Tillamook
- Shutter Creek Correctional Institution (SCCI), North Bend
- Eastern Oregon Correctional Institution (EOCI), Pendleton
- Coffee Creek Correctional Facility (CCCF), Wilsonville
- Powder River Correctional Facility (PRCF), Baker City
- Snake River Correctional Institution (SRCI), Ontario
- Two Rivers Correctional Institution (TRCI), Umatilla
- Warner Creek Correctional Facility (WCCF), Lakeview
- Deer Ridge Correctional Institution (DRCI), Madras (active minimum facility; inactive medium facility)

Proposed New Laws That Apply to the Program Unit

Several pieces of proposed privacy legislation will affect DOC’s ability to monitor the content of inmate telephone and video calls as well as search for illicit cell phone use within institutions and on facility grounds. Specifically, unless given a waiver so that the legislation does not apply, SB 1583, LC 204, LC 207, LC 208 and LC 209 would significantly impair DOC’s mission to protect staff, adults in custody, and the public.

DOC continues to work toward compliance with the 2003 federal Prison Rape Elimination Act (PREA). The National Prison Rape Elimination Commission's ("NPREC") final standards for prevention, detection, response, and monitoring of sexual abuse in adult prisons were released on May 17, 2012. DOC has taken a proactive role in developing a statewide program and actively participated in providing feedback on the national guidelines. State and local agencies have one year to come into compliance with the standards, or risk losing some federal funding. Audits began during the summer of 2014 in Oregon’s institutions.

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

			Revenue Sources			
Program Sub-Unit	**Position/FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Operations Division Administration	109 / 108.25		$21,532,886	$1,914,338	NA	$23,447,224
Transport Unit	70 / 68.03		14,840,038	74,118	NA	14,914,156
Operations Division Central Services	4 / 4.00		1,065,418	1,300,520	NA	2,365,938
Institutions	3,177 / 3,162.32		703,099,796	6,766,146	NA	709,865,942
Program Unit Total	3,360 / 3,342.60		**$740,538,138**	**$10,055,122**	NA	**$750,593,260**

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

			Revenue Sources			
Program Sub-Unit	**Position/FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Operations Division Administration	8 / 7.25		$4,186,898	$2,881,689	NA	$7,068,587
Transport Unit	70 / 68.03		14,654,284	26,000	NA	14,680,284
Operations Division Central Services	4 / 4.00		1,053,051	885,393	NA	1,938,444
Institutions	3,177 / 3,162.32		696,540,790	4,024,822	NA	700,565,612
Program Unit Total	3,259 / 3,241.60		**$716,435,023**	**$7,817,904**	NA	**$724,252,927**

Revenue Sources and Proposed Revenue Changes

Operations Other Funds are derived from several areas: The department's inmate work crews provide services to state or federal agencies and other clients generating $3,354,280 in Other Charges for Services. Sales Income provides another $1,170,838, with most of this coming from meal ticket sales to staff and other non-inmates. Fines and Forfeitures charged to inmates generate $26,343 and come from charges to inmates. Operations' portion of Inmate Welfare Fund revenue from telephone, canteen and vending revenues is $266,295. Finally, reimbursement of miscellaneous office expenses and victim's restitution allocations total $2,987,154 and are listed as Other Revenue.

Operations Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. This inflation factor totals 8.5%.

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 Sources

General Fund	$26,079,876
Other Funds	82,519

Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$26,079,876
Other Funds	82,519
Federal Funds	0
Total Funds	$26,162,395

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	26,079,876	-	-	-	-	-	26,079,876
Other Revenues	-	-	23,790	-	-	-	23,790
Total Revenues	**$26,079,876**	**-**	**$23,790**	**-**	**-**	**-**	**$26,103,666**
Personal Services							
Overtime Payments	1,233,286	-	46,176	-	-	-	1,279,462
Shift Differential	232,546	-	864	-	-	-	233,410
All Other Differential	1,422,513	-	6,994	-	-	-	1,429,507
Public Employees' Retire Cont	564,090	-	10,555	-	-	-	574,645
Pension Obligation Bond	1,903,399	-	14,841	-	-	-	1,918,240
Social Security Taxes	220,965	-	4,134	-	-	-	225,099
Unemployment Assessments	6,465	-	-	-	-	-	6,465
Mass Transit Tax	57,787	-	780	-	-	-	58,567
Vacancy Savings	20,438,826	-	(1,825)	-	-	-	20,437,001
Reconciliation Adjustment	(1)	-	-	-	-	-	(1)
Total Personal Services	**$26,079,876**	**-**	**$82,519**	**-**	**-**	**-**	**$26,162,395**
Services & Supplies							
Food and Kitchen Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	26,079,876	-	82,519	-	-	-	26,162,395
Total Expenditures	**$26,079,876**	**-**	**$82,519**	**-**	**-**	**-**	**$26,162,395**
Ending Balance							
Ending Balance	-	-	(58,729)	-	-	-	(58,729)
Total Ending Balance	**-**	**-**	**($58,729)**	**-**	**-**	**-**	**($58,729)**

Operations Division

022 Phase-out Pgm & One-time Costs

Package Description

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

How Achieved
This package includes the financial impact associated with phasing out the non-PICS Personal Services, Services and Supplies, Capital Outlay, and Special Payments reductions taken during the 2013-15 biennium.

Note: The position/FTE counts and the PICS financial impact of phased-out positions is included in the Base Budget as part of the automated budget development process. There were no PICS-related impacts related to the 2013-15 unspecified reductions, therefore there is no restoration to PICS-related accounts included within this package. Only incremental change for non-PICS accounts is included in this package.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$7,419,167
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$7,419,167
Other Funds	0
Federal Funds	0
Total Funds	$7,419,167

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	7,419,167	-	-	-	-	-	7,419,167
Total Revenues	**$7,419,167**	**-**	**-**	**-**	**-**	**-**	**$7,419,167**
Personal Services							
Overtime Payments	400,707	-	-	-	-	-	400,707
Shift Differential	142,068	-	-	-	-	-	142,068
All Other Differential	358,045	-	-	-	-	-	358,045
Public Employees' Retire Cont	175,930	-	-	-	-	-	175,930
Social Security Taxes	68,914	-	-	-	-	-	68,914
Total Personal Services	**$1,145,664**	**-**	**-**	**-**	**-**	**-**	**$1,145,664**
Services & Supplies							
Fuels and Utilities	6,273,503	-	-	-	-	-	6,273,503
Other Care of Residents and Patients	-	-	-	-	-	-	-
Total Services & Supplies	**$6,273,503**	**-**	**-**	**-**	**-**	**-**	**$6,273,503**
Total Expenditures							
Total Expenditures	7,419,167	-	-	-	-	-	7,419,167
Total Expenditures	**$7,419,167**	**-**	**-**	**-**	**-**	**-**	**$7,419,167**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$3,059,831
Other Funds	163,456
Federal Funds	0
Total Funds	$3,223,287

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$3,045,994
Other Funds	163,142
Federal Funds	0
Total Funds	$3,209,136

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,045,994	-	-	-	-	-	3,045,994
Fines and Forfeitures	-	-	-	-	-	-	-
Other Revenues	-	-	-	-	-	-	-
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**$3,045,994**	**-**	**-**	**-**	**-**	**-**	**$3,045,994**
Personal Services							
Overtime Payments	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-
All Other Differential	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Pension Obligation Bond	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Vacancy Savings	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	59,331	-	6,945	-	-	-	66,276
Out of State Travel	3,825	-	1,079	-	-	-	4,904
Employee Training	11,931	-	87	-	-	-	12,018
Office Expenses	91,785	-	4,514	-	-	-	96,299
Telecommunications	153	-	630	-	-	-	783
Data Processing	9,096	-	1,043	-	-	-	10,139

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Publicity and Publications	292	-	-	-	-	-	292
Professional Services	69,673	-	-	-	-	-	69,673
Attorney General	33,711	-	765	-	-	-	34,476
Employee Recruitment and Develop	5,565	-	14	-	-	-	5,579
Dues and Subscriptions	299	-	14	-	-	-	313
Fuels and Utilities	942,432	-	5,405	-	-	-	947,837
Facilities Maintenance	334,943	-	6,471	-	-	-	341,414
Food and Kitchen Supplies	806,969	-	32,826	-	-	-	839,795
Medical Services and Supplies	1,518	-	16	-	-	-	1,534
Other Care of Residents and Patients	564,390	-	76,050	-	-	-	640,440
Other Services and Supplies	69,258	-	21,726	-	-	-	90,984
Expendable Prop 250 - 5000	21,530	-	3,788	-	-	-	25,318
IT Expendable Property	6,949	-	-	-	-	-	6,949
Total Services & Supplies	**$3,033,650**	**-**	**$161,373**	**-**	**-**	**-**	**$3,195,023**
Capital Outlay							
Other Capital Outlay	12,344	-	1,769	-	-	-	14,113
Total Capital Outlay	**$12,344**	**-**	**$1,769**	**-**	**-**	**-**	**$14,113**
Debt Service							
Discount on Bonds	-	-	-	-	-	-	-
Total Debt Service	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	3,045,994	-	163,142	-	-	-	3,209,136
Total Expenditures	**$3,045,994**	**-**	**$163,142**	**-**	**-**	**-**	**$3,209,136**
Ending Balance							
Ending Balance	-	-	(163,142)	-	-	-	(163,142)
Total Ending Balance	**-**	**-**	**($163,142)**	**-**	**-**	**-**	**($163,142)**

Operations Division

032 Above Standard Inflation

Package Description

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$7,824
Other Funds	8
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$7,824
Other Funds	8
Federal Funds	0
Total Funds	$7,832

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	7,824	-	-	-	-	-	7,824
Other Revenues	-	-	-	-	-	-	-
Total Revenues	**$7,824**	**-**	**-**	**-**	**-**	**-**	**$7,824**
Services & Supplies							
Professional Services	6,964	-	-	-	-	-	6,964
Medical Services and Supplies	860	-	8	-	-	-	868
Total Services & Supplies	**$7,824**	**-**	**$8**	**-**	**-**	**-**	**$7,832**
Total Expenditures							
Total Expenditures	7,824	-	8	-	-	-	7,832
Total Expenditures	**$7,824**	**-**	**$8**	**-**	**-**	**-**	**$7,832**
Ending Balance							
Ending Balance	-	-	(8)	-	-	-	(8)
Total Ending Balance	**-**	**-**	**($8)**	**-**	**-**	**-**	**($8)**

Operations Division

040 Mandated Caseload

Package Description

Purpose
Mandated caseload changes included in this package are based on caseload changes for programs that are required by the federal government, the state constitution, or court actions. Mandated caseload costs include, but are not limited to, the cost of the additional staff and operating costs required to operate these programs. The April 2014 Oregon Corrections Population Forecast published by the DAS Office of Economic Analysis is the basis for actions presented in this package in the Agency Request Budget. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

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

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

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$290,739
Other Funds	0
Federal Funds	0
Total Funds	$290,739

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$1,800,910
Other Funds	0
Federal Funds	0
Total Funds	$1,800,910

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,800,910	-	-	-	-	-	1,800,910
Total Revenues	**$1,800,910**	**-**	**-**	**-**	**-**	**-**	**$1,800,910**
Services & Supplies							
Office Expenses	62,799	-	-	-	-	-	62,799
Data Processing	6,077	-	-	-	-	-	6,077
Professional Services	46,594	-	-	-	-	-	46,594
Fuels and Utilities	557,087	-	-	-	-	-	557,087
Facilities Maintenance	162,063	-	-	-	-	-	162,063
Food and Kitchen Supplies	532,779	-	-	-	-	-	532,779
Medical Services and Supplies	2,026	-	-	-	-	-	2,026
Other Care of Residents and Patients	305,892	-	-	-	-	-	305,892
Other Services and Supplies	111,418	-	-	-	-	-	111,418
Expendable Prop 250 - 5000	14,175	-	-	-	-	-	14,175
Total Services & Supplies	**$1,800,910**	**-**	**-**	**-**	**-**	**-**	**$1,800,910**
Total Expenditures							
Total Expenditures	1,800,910	-	-	-	-	-	1,800,910
Total Expenditures	**$1,800,910**	**-**	**-**	**-**	**-**	**-**	**$1,800,910**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations 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
The Inmate Work Program – Fire Crew Administration Other Funds limitation is moved from the Offender Management and Rehabilitation Division to the Operations Division through this technical adjustment.

All transfers within this package are within DOC divisions and net to zero for the agency.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	415,127
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	415,127
Federal Funds	0
Total Funds	$415,127

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Shift Differential	-	-	335	-	-	-	335
All Other Differential	654,016	-	15,590	-	-	-	669,606
Public Employees' Retire Cont	127,728	-	3,110	-	-	-	130,838
Pension Obligation Bond	-	-	1,038	-	-	-	1,038
Social Security Taxes	50,033	-	1,219	-	-	-	51,252
Mass Transit Tax	-	-	96	-	-	-	96
Vacancy Savings	(831,777)	-	(53)	-	-	-	(831,830)
Total Personal Services	**-**	**-**	**$21,335**	**-**	**-**	**-**	**$21,335**
Services & Supplies							
Instate Travel	-	-	140,952	-	-	-	140,952
Employee Training	-	-	5,421	-	-	-	5,421
Office Expenses	-	-	16,264	-	-	-	16,264
Telecommunications	-	-	3,132	-	-	-	3,132
Data Processing	-	-	4,986	-	-	-	4,986
Employee Recruitment and Develop	-	-	3,253	-	-	-	3,253
Facilities Maintenance	-	-	108,425	-	-	-	108,425
Medical Services and Supplies	-	-	5,680	-	-	-	5,680
Other Care of Residents and Patients	-	-	35,202	-	-	-	35,202
Other Services and Supplies	-	-	10,843	-	-	-	10,843
Expendable Prop 250 - 5000	-	-	21,685	-	-	-	21,685
IT Expendable Property	-	-	37,949	-	-	-	37,949
Total Services & Supplies	**-**	**-**	**$393,792**	**-**	**-**	**-**	**$393,792**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 060 - Technical Adjustments | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	415,127	-	-	-	415,127
Total Expenditures	**-**	**-**	**$415,127**	**-**	**-**	**-**	**$415,127**
Ending Balance							
Ending Balance	-	-	(415,127)	-	-	-	(415,127)
Total Ending Balance	**-**	**-**	**($415,127)**	**-**	**-**	**-**	**($415,127)**

Operations Division

090 Analyst Adjustments

Package Description

Purpose
This package, added by the Governor, reflects additional policy adjustments to the DOC 2015-17 Agency Request Budget.

How Achieved
This package includes an increase in the anticipated vacancy savings for the Operations Division.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	($8,300,000)
Other Funds	0
Federal Funds	0
Total Funds	($8,300,000)

2017-19 Fiscal Impact

Vacancy savings are re-projected each biennium based on agency experience, and so this reduction in vacancy savings will not impact the 2017-19 budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(8,300,000)	-	-	-	-	-	(8,300,000)
Total Revenues	**($8,300,000)**	**-**	**-**	**-**	**-**	**-**	**($8,300,000)**
Personal Services							
Vacancy Savings	(8,300,000)	-	-	-	-	-	(8,300,000)
Total Personal Services	**($8,300,000)**	**-**	**-**	**-**	**-**	**-**	**($8,300,000)**
Total Expenditures							
Total Expenditures	(8,300,000)	-	-	-	-	-	(8,300,000)
Total Expenditures	**($8,300,000)**	**-**	**-**	**-**	**-**	**-**	**($8,300,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations Division

102 Staff Wellness

Agency Overview
Policy option package 102 seeks to address issues related to staff wellness through actions taken within the Human Resources Division and the Operations Division. The Human Resources Division seeks to add one staff wellness coordinator that is focused on ensuring best practices are implemented throughout all Department of Corrections divisions. Additionally, the Operations Division sought out impartial review from the Association of State Correctional Administrators (ASCA) to specifically determine an appropriate post relief factor. ASCA also determined the actions necessary to bring the department's staffing levels to an industry standard. Below is the Agency Request Budget impact summary. Please see the division-specific narratives for more detail.

- Human Resources Division: 1 Pos., 1.00 FTE, General Fund: $201,251
- Operations Division: 100 Pos., 100.00 FTE, General Fund: $17,027,135
- Total Package: 101 Pos., 101.00 FTE, General Fund: $17,228,386

Purpose
Research and experience show that corrections work is difficult and stressful. In fact:

- One in three Oregon DOC employees has symptoms of post-traumatic stress disorder – a rate higher than that of firefighters and deployed military, and four times that of the general population.
- Research shows employees exhibiting PTSD have higher levels of tobacco and alcohol use, more health problems, a higher number of doctor visits, and work absences.
- In addition to those Oregon statistics, the National Institute of Corrections reports the average life expectancy of a corrections officer after 20 years of work is 58, compared to a national average of 75.

The agency is committed to changing these realities. DOC wants its staff to be healthy and live long, meaningful lives, well beyond retirement. Based on current studies being conducted in cooperation with OHSU and PSU, and a more specific partnership with PEBB, the agency is hoping to develop a comprehensive wellness program for all DOC staff. Additionally, through this package, the DOC is hoping to address one of the primary causes of stress and difficulty in the workplace, which is understaffing. Through ASCA, DOC has evaluated the staffing needs of the organization and has put forth this package in response to that evaluation.

Staff wellness has been identified as a priority even outranking CORE; nothing can be accomplished through CORE without healthy staff. Based on information presented from OHSU and PSU studies of correctional officer stress and health, a healthy workforce is something the

department cannot ignore and is obligated to address to maintain safe and secure workplaces, decrease absences, and increase staff's ability to implement change programs and best practices as defined by and identified through CORE.

How Achieved

Operations, which must be staffed 24 hours a day, seven days per week, uses formulas to calculate the number of positions needed for various duty assignments (posts) in order to provide coverage during weekends, holidays, sick days, bargained leaves, vacations, jury duty, emergencies, etc. DOC's current Post Relief Factor (PRF) was developed in 1995. Since that time, there have been significant changes in a number of the components that influence the amount of time that any one staff member is available to be on post, such as leave accrual rates associated with a maturing workforce and other adjustments driven by negotiated labor agreements, state policy, and federal laws.

Ideally, the PRF should be adjusted periodically, in order to maintain appropriate levels of staff and associated funding. However, DOC's PRF has not been updated since it was developed. The changes to the amount of time employees are available to be on post has left the department with a higher actual staffing need than its current authorized level allows. To cover mandatory posts, staff time off has to be covered through the use of overtime, which negatively impacts the overall wellness of staff, as well as the DOC budget.

In addition to the increases in authorized staff leave, budget restrictions over the last several biennia have required DOC to reduce existing security positions and to curtail requests for additional positions, while managing increases in inmate population. The agency has become increasingly concerned that the amount of overtime is adversely affected due to inadequate numbers of staff.

To assist in the evaluation of what is needed to control overtime, DOC engaged the services of an independent organization with expert staff that are well-versed in the management of state corrections systems for the purpose of reviewing its post relief factor and distribution of existing staff. The Association of State Correctional Administrators (ASCA) is a national, non-profit organization formed to pursue public safety, secure and orderly facilities, and professionalism. The detailed review was conducted institution-by-institution and post-by-post by a team of experts in the corrections field. DOC requested the review in an effort to ensure that its limited staff resources are deployed in the most efficient manner, and that recommendations the agency received for changes were made by an independent organization with proper credentials.

As a result of the review, ASCA recommended a slightly higher PRF of 1.72 for a 7-day post over DOC's current PRF of 1.70. For a 5-day post, ASCA calculated 1.23 PRF over DOC's current PRF of 1.20. To achieve these PRFs, ASCA recommended that DOC add a total of 33 correctional officer positions across institutions.

Reducing the overtime that must be worked to cover posts due to leaves or vacancies has a direct effect on workforce wellness and safety in the institutions. Additional staffing and reduced stress on existing staff will lessen chances for assault through adequate/increased inmate oversight. Increased staff morale through adequate coverage of posts will contribute to increased safety in the institutions. The

department can also expect a reduction in employee grievances having to do with coverage of breaks and forced overtime, in addition to reduced overtime costs.

As noted above, over the last several biennia, economic challenges have required DOC to reduce existing security positions and curtail requests for additional positions needed to manage increases in inmate population. DOC has had a growing concern that the existing staff resources are deployed in the most efficient and effective manner. During the review described above, ASCA also recommended a net addition of 67 FTE to develop new posts, staffed on one, two, or all three shifts to meet correctional standards for best practices. As with the recommendation for an increased PRF, ASCA's recommendation related to best practices was primarily for Correctional Officer level positions, mixed with a few higher level staff. However, since ASCA also recommended that DOC review, restructure, and consider eliminating the use of some correctional classifications, our request is for all entry level correctional officer staff.

DOC is engaging ASCA for a second phase of work to examine our staffing in light of standards adopted as a result of the federal Prison Rape Elimination Act (PREA). This review will likely produce recommendations for additional staff beyond what was recommended in their initial review (represented in this policy package) and will result in a companion policy package for the 2017-19 Agency Request Budget.

ASCA prescribed deployment of additional staff to achieve the correct post factor by institution. By using positions as relief for those staff that are sick, on vacation or in training, we anticipate that DOC will be able to also reduce overtime costs. The additional 100 correctional FTE recommended by ASCA will be deployed to create posts that will keep DOC on par with other state departments of corrections nationwide. The additional posts will ensure that we provide adequate coverage for inmate supervision and address vulnerabilities within our institutions in an effort to enhance the safe and secure operation of the correctional facilities.

Staffing Impact

Positions:	100
FTE:	100.00

Quantifying Results

As the department addresses the pervasive stress and work-related health issues experienced by a large number of staff, the expectation is a decrease in overall sick leave usage, decreased work-related injuries, and improved mental health. DOC has several biennia of overtime cost information for security staff by institution. The agency will use that historical information to compare overtime at institutions where new security positions are deployed to measure the change in overtime. Staff injury claims, use of sick leave, numbers of staff assaults, and numbers of staff grievances will be compared to information from previous biennia to measure the additional benefits of an increased PRF. Also, DOC has a requirement under the federal 2003 Prison Rape Elimination Act (PREA) to meet standards established in 2012 for appropriate levels of supervision. While this ASCA study focused on best practices, rather than PREA-specific staffing, it is a first step to meeting federal standards for supervision. DOC anticipates that with the additional security coverage, it will limit our exposure to litigation.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$17,027,135
Other Funds	0
Federal Funds	0
Total Funds	$17,027,135

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

2017-19 Impact
This package was removed in the Governor's Balanced Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Staff Wellness

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Overtime Payments	-	-	-	-	-	-	-
Shift Differential	-	-	-	-	-	-	-
All Other Differential	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Staff Wellness

Cross Reference Name: Operations Division
Cross Reference Number: 29100-003-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations Division

103 Staffing: New Initiatives & Existing Workload

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

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

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

Chief of Security
The DOC's Operations Division is responsible for the oversight of 14 correctional institutions that provide the care and custody for over 14,600 inmates. The institutions branch of the Operations Division is responsible for properly managing a biennial budget of over $709,000,000 and has oversight of approximately 3,100 staff. The Operations Division previously had a Chief of Security position at the central administration level. This position was responsible for oversight of various security programs, including Peer Review Security Audits, Use of Force administrative reviews, the Transport Unit, the Tactical Emergency Response Teams, and security equipment standardization.

During the last two biennia, DOC has been required to reduce the amount of management service employees and to reduce overall budgets. To obtain the targets identified for the agency, the Chief of Security was one of several management positions that was eliminated. Since the loss of this position four years ago, DOC is starting to experience significant challenges to established security systems, and in some cases security failures. Due to the inability to effectively supervise the Peer Review Security Audit program for consistency and compliance to audit standards, as well as being able to provide periodic inspections of the various security systems in its 14 institutions, the department has seen an increase in non-compliance with audit standards. Some of these security concerns have been illustrated by an increase in inmate escapes from fenced correctional facilities over the last 2 years. The oversight of the Transport Unit and Tactical Emergency Response Teams has been shifted to other DOC management personnel, thereby creating challenges to those supervisors to effectively manage their areas of responsibility given these additional duties. The ability to fund a Chief of Security position would greatly assist the department in having sound correctional security programs in place and to ensure these programs are being consistently managed and in an active state of readiness. Having this position would greatly assist the department in meeting its mission of protecting the public and operating safe and secure correctional institutions.

How Achieved

Chief of Security

DOC is asking to reinstate and fund a Principal Executive Management G (Chief of Security) position to provide security program oversight to its 14 institutions.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

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

Agency Request Budget

Revenue Sources

General Fund	$272,314
Other Funds	0
Federal Funds	0
Total Funds	$272,314

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

2017-19 Impact

This package was removed in the Governor's Balanced Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Operations Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-003-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-003-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Charges for Services	4,072,523	3,601,883	3,601,883	3,354,280	3,354,280	-
Admin and Service Charges	108,165	3,290	3,290	510,974	510,974	-
Fines and Forfeitures	50,634	55,401	55,401	26,343	26,343	-
Rents and Royalties	14,754	15,114	15,114	-	-	-
Interest Income	10,167	-	-	12,994	12,994	-
Sales Income	1,390,418	1,337,537	1,337,537	1,170,838	1,170,838	-
Donations	36,950	-	-	-	-	-
Other Revenues	147,519	191,568	191,568	2,476,180	2,476,180	-
Transfer In - Intrafund	3,417,905	1,812,029	1,812,029	266,295	266,295	-
Tsfr From Police, Dept of State	42,193	-	-	-	-	-
Transfer Out - Intrafund	(1,080,279)	-	-	-	-	-
Total Other Funds	**$8,210,949**	**$7,016,822**	**$7,016,822**	**$7,817,904**	**$7,817,904**	**-**

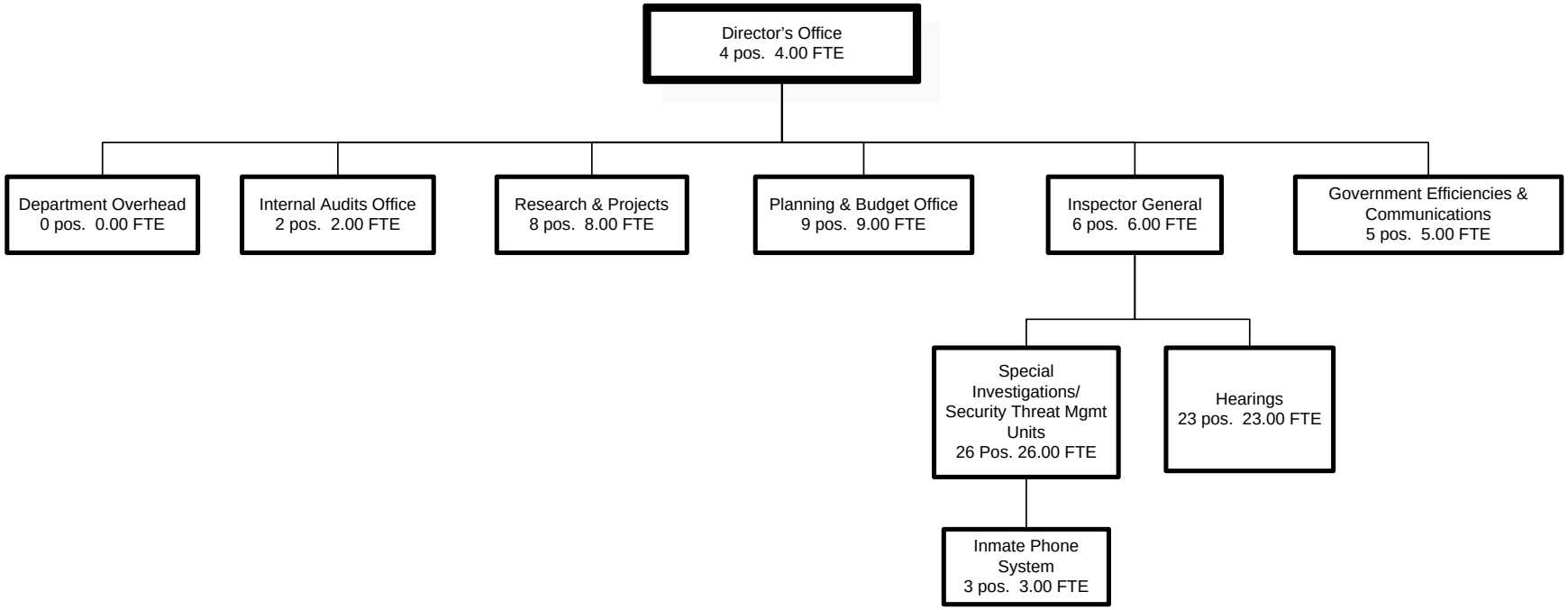
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Inmate Work Crews	Other	0410	$4,072,523	$3,601,883	$6,683,508	$3,354,280	$3,354,280	$0
Admin & Service Charges	Other	0415	108,165	3,290	471,967	510,974	510,974	0
Charges to inmates for property damage	Other	0505	50,634	55,401	24,424	26,343	26,343	0
Land leases, easements	Other	0510	14,754	15,114	10,730	0	0	0
Debt service previously financed with General Funds.	Other	0605	10,167	0	23,431	12,994	12,994	0
Real property sales, non-inmate food sales, sales of inmate-produced products and surplus property sales	Other	0705	1,390,418	1,337,537	1,190,565	1,170,838	1,170,838	0
Donations	Other	0905	36,950	0	2,804	0	0	0
Victim's restitution allocations	Other	0975	147,519	191,568	3,271,602	2,476,180	2,476,180	0
Inmate Welfare Funds, including telephone revenues, canteen profits, fines and confiscations, and vending machine sales	Other	1010	3,417,905	1,812,029	572,193	266,295	266,295	0
Transfers from State Police for bullet proof vest grant	Other	1257	42,193	0	0	0	0	0
Movement of revenues between organizational units	Other	2010	(1,080,279)	0	(105,843)	0	0	0

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2013-15 Current Legislatively Approved Budget

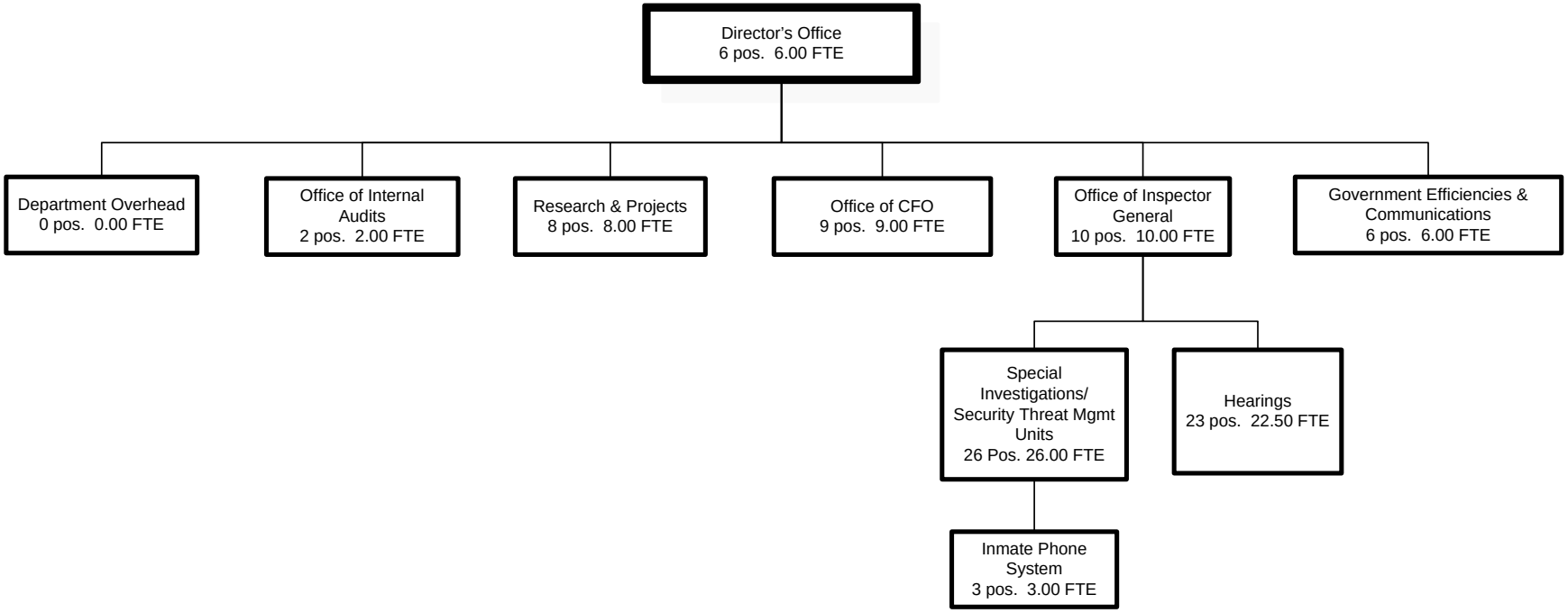


Total Positions: 86
FTE: 86.00

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2015-17 Agency Request Budget

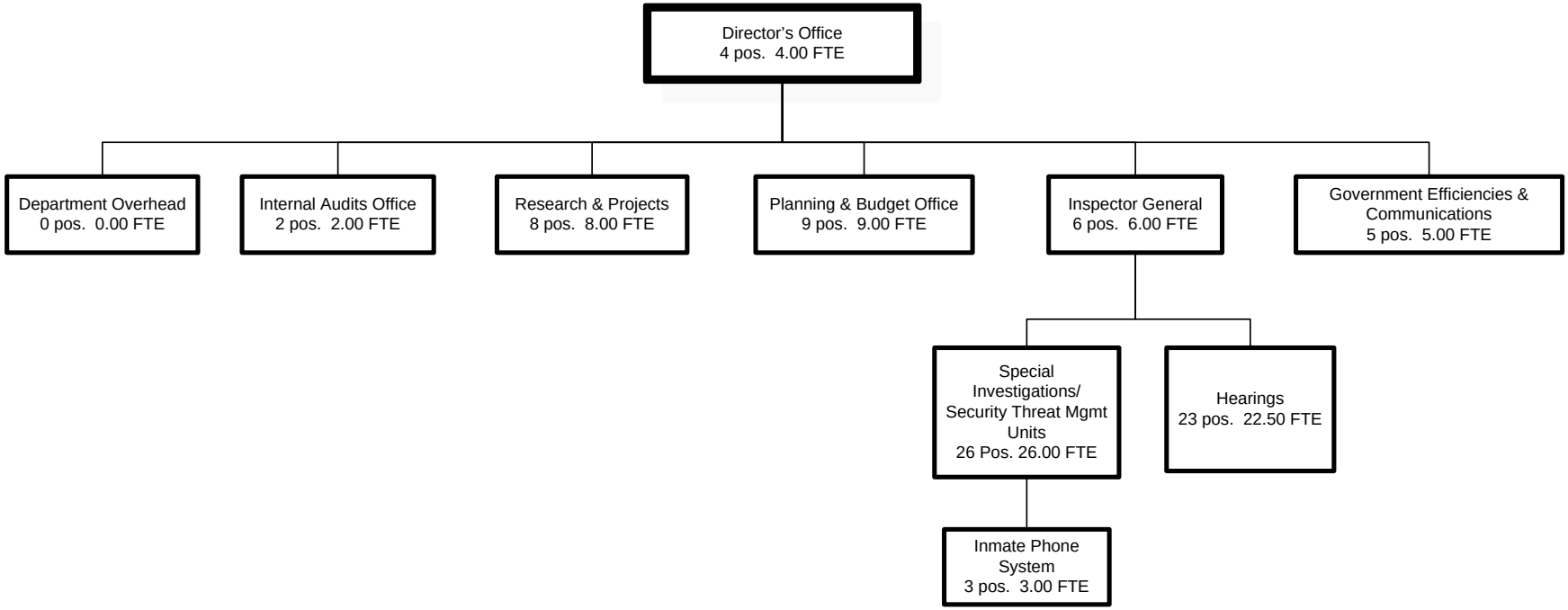


Total Positions: 93
FTE: 92.50

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2015 -17 Governor's Balanced Budget



Total Positions: 86
FTE: 85.50

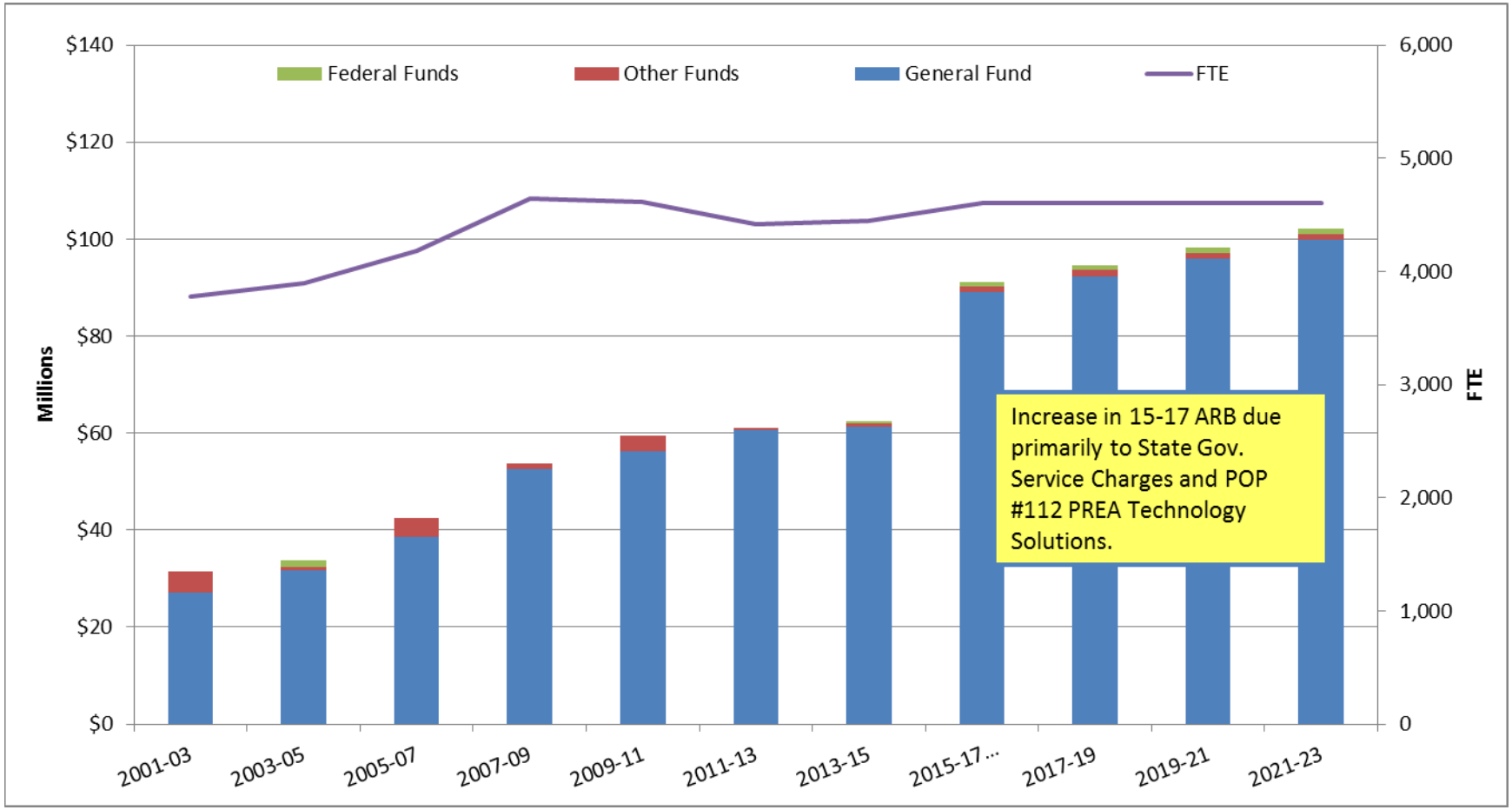
Central Administration

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety and improving government

b. Primary Program Contact: Elizabeth Craig, Administrator, Government Efficiencies and Communications Office

c. Total Funds Budget



d. Program Overview

The Central Administration Office 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 federal public safety organizations.

e. Program Funding Request

The Agency Request Budget included $91,163,145 to continue providing oversight to every division and program operating within the department. This request included funding for the following Policy Option Packages, which are described in detail later in this document.

- 103 – Staffing: New Initiatives and Existing Workload (Eliminated in Governor's Balanced Budget)
- 111 – Staff Enhancements to Address Workload (Eliminated in Governor's Balanced Budget)
- 112 – PREA Technology Solutions (Eliminated in Governor's Balanced Budget)
- 116 – Bond Sale Costs
- 117 – Oregon Health Network Subsidy Limitation

f. Program Description

The Office of Central Administration relates directly to 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, 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 Office continues to focus on administrative effectiveness, accountability, and strengthening internal and external communications.

The Office of Central Administration is structured under the Director and Deputy Director who oversee six program areas (described below in the program unit summary) and one budgetary account that contains agency-wide assessments and state government service charges. 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 federal public safety organizations. In addition, the administrator of Oregon Corrections Enterprises (OCE) reports to the DOC Director.

g. Program Justification and Link to 10-Year Outcome

There is a direct link between the 10-Year Safety Outcome and the Department's core mission. The Department of Corrections' (DOC) mission is 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 the constitutional tenets set forth in Oregon Revised Statute (ORS) Chapter 423 and Administrative Rules 291.001 to 291-203. DOC requires sound fiscal management of public resources using outcome-oriented strategies. 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.

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 scorecard.

The Office of Internal Audits measures performance based on the percentage of annual audit plans completed. This information has been collected for the past six years. The percent of audits completed versus audit plans are: FY2009 – 82%, FY2010 – 88%, FY2011 – 94%, FY2012 – 121% (completed more audits than originally planned), FY2013 – 57%, FY2014 – 88%. The length of time it takes to complete an audit can vary depending on technical skill requirements, detail of audit evaluation, and staffing resources.

Internal Audits also measures its effectiveness by tracking the percentage of audit findings implemented by management within 180 days of issuance of the audit report. This measure is reflected on the agency's scorecard.

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Internal audits	Percent of internal audit findings complete within 190 days of report date	100%	52.3%	61.5%	68.8%

The Office of Government Efficiencies and 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	January 2014 QTR	May 2014 QTR	July 2014 QTR
News coverage	Percentage of DOC-specific news coverage that is initiated by the department	30%	36%	26%	80%
Legislative requests	Number of days to respond to a legislative request (excluding requests from a hearing)	3	2.3	3.38	3.3
Public records requests	Number of days to fill a public records request	21	N/A	11.29	10.88
DOC general information inquiries	Number of days to respond to email inquiries to the DOC general email box	3	2.0	2.0	2.98

The Office of the Inspector General (OIG) measures performance based on the allocation of existing resources.

As reported in previous Agency Request Budgets, in 2013, by using intelligence and information gathered and putting this into practice in the Substance Abuse Urine Tracking Program, 80.98% of all urine analyses were positive due to reasonable suspicion training.

Additionally, by using the Security Threat Management (STM) model as an alternative service delivery option in managing the department's "high alert" offender population, there was a 37.8% reduction in the number of "high alert" adults in custody committing major misconducts in 2013. Overall, class 1 staff assaults were down 23.60% in 2013 compared to 2012. Class 1 and 2 staff assaults combined was down 22.22% in 2013 compared to 2012.

Further, in 2013, OIG staff responded to one disturbance, completed approximately 15 threat assessment interviews with adults in custody, responded to five potential disturbances conducting approximately 50 threat assessment interviews, and conducted one mass search at Eastern Oregon Correctional Institution where there were 75 interviews with adults in custody completed.

The OIG conducted 1,509 investigations in 2013 and received, processed and ensured follow-up on an average of 157 hotline calls per month.

The OIG also measures performance through the agency's scorecard as follows.

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Inmates injured on work assignments	Number of inmate injury fund claims per year	20	17	3	5
Homicides	Number of inmate deaths by homicide	0	0	0	0
Suicides	Number of inmate deaths by suicide	0	1	0	0

The Office of Research and Projects (Research) assesses effectiveness by tracking the number of users that routinely use CMIS (the data warehouse), and measuring the number of working days the data warehouse is down per quarter.

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Data warehouse days	Number of working days warehouse is down per quarter (weekdays and total)	6	0	1	1.67
Data warehouse hits	Number of data warehouse hits per quarter	2,000	2,062	2,108	2,160
Warehouse users	Number of different warehouse users per quarter	200	210	203	209.3

The Office of Diversity and Inclusion monitors performance through the agency's scorecard. The performance measures that apply to Diversity and Inclusion are as follows.

Measure Name	Measure Calculation	Target	May 2014 QTR	July 2014 QTR
Gender diversity	Achieve Governor's female gender diversity goal for DOC	38%	34.0%	34.0%
Ethnic diversity	Achieve Governor's ethnicity goal for DOC	13%	12.0%	12.0%

Gender diversity in the Correctional Officer series	Percent of females in Correctional Officer series	23%	17.7%	17.7%
Ethnic diversity in the Correctional Officer series	Percent of Persons of Color in Correctional Officer series	10.90%	13.0%	13.0%

i. Enabling Legislation/Program Authorization

Director's Office:

- ORS Chapter 423 and Administrative Rules 291-001 to 291-208
- 423.020 – Creates department and establish duties and powers vested in the department
- 423.030 – Duties and powers of ORS 423.202 are not exclusive and not intended to limit the powers and authority vested in the department
- 423.075 – The Director shall have supervision and control over the department
- Oregon Constitution, Article 1, Bill of Rights, Section 15
- Case law relating to treatment of incarcerated individuals
- U.S. Constitution, 8th Amendment

Government Efficiencies and Communication:

- 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

Inspector General's Office:

- DOC Policy 70.1.4 Investigations
- 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

Internal Audits:
- ORS 184.360 Internal Audit in State Government
- OAR 125-700 Internal Audit
- DAS Policy 10.80.10 Internal Auditing

Planning and Budget:
- ORS 171.557 State Budget Policy

Research and Project:
- OAR 291-035 Research Proposals

j. Describe the various funding streams that support the program

The funding source for the Central Administration Office is primarily General Fund, with some Other Fund 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 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

During the 2015-17 biennium, Central Administration will continue providing oversight to every division and program operating within the department.

The primary change for Central Administration from 2013-15 to 2015-17 is three Policy Option Package requests for positions. These positions will enable the department to further its Diversity and Inclusion efforts, continue building upon its performance management system (CORE), and research and manage grant opportunities.

Program Unit Narrative

Office of the Director

The Office of the Director coordinates, monitors, and leads all agency activities. The Director, Deputy Director, and one Executive Assistant, work directly with all functional units throughout the agency to ensure the agency accomplishes its mission. Members of the Directors Office also work with outside stakeholders to ensure transparency and provide a conduit between the community, Legislature, special interest groups, and the general public. Reporting directly to the Office of the Director are the administrators of the Internal Audits unit, Planning and Budget Office, Government Efficiencies and Communications Office, Office of the Inspector General, Office of Diversity and Inclusion, and Office of Research and Projects. Five divisional assistant directors also report directly to the Office of the Director. These divisions are Human Resources, Operations, Community Corrections, Offender Management and Rehabilitation, and General Services. The primary cost driver for the Central Administration office is department overhead and the classifications and level of compensation of the positions it supports.

Office of Internal Audits

The Office of Internal Audits provides an objective, systematic, and disciplined approach to evaluate and improve the effectiveness of 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 and collaborates with Internal Audit programs in other state agencies. 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 and 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 by providing analysis of large data sets and financial-related analysis.

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 has, for the past several years, completed this training locally and affordably through its participation in the local chapter of the Institute of Internal Auditors. This training has helped keep Internal Audits abreast of the current climate of internal auditing, as well as the unique challenges facing government as it pertains to risk analysis and governance, in order to provide the most value to the DOC.

Office of the Chief Financial Officer

The Office of the Chief Financial Officer is responsible for determining the resources necessary to support the inmate population. 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 legislation for 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 Fund and Federal Fund 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 April 1, 2014, prison population forecast estimated the lowest growth the state has seen in a forecast in decades. Between April 1, 2014, and March 1, 2024, the prison population is expected to grow by just 231 adults in custody, representing a 1.6 percent growth.

Government Efficiencies and Communications Office

The Government Efficiencies and Communications Office (GECO) 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. GECO includes internal communications, external communications, media relations, legislative and government relations, public record/information coordination, and rules coordination.

Given the amount of governmental workgroups, task forces, and committees on which the department has representation, or in which the department has significant interest, the agency double-filled a position to serve as the governmental task force/workgroup/committee coordinator. This position tracks, monitors, and measures the progress of each group; provides policy advice and direction to agency leadership pertaining to the department's participation in these groups; serves as the DOC representative on these groups in the absence of the assigned representative; and regularly apprises external partners on the status of DOC's participation with these groups.

Office of the Inspector General

The Office of the Inspector General (OIG) is responsible for investigating suspected wrongdoing by adults in custody, staff, contractors, volunteers, and visitors. This office oversees management of high-risk offenders and conducts disciplinary hearings in accordance with established rules and relevant case law for adults in custody accused of rule violations. The OIG also oversees services for adults in custody who have special needs, including those who fall under the Prison Rape Elimination Act (PREA); are visually impaired, deaf or hard of hearing; geriatric; have Americans with Disabilities (ADA) needs; and those with language barriers. The cost drivers for this office are ballot initiatives, binding federal standards, and litigation.

The department began implementing Prison Rape Elimination Act (PREA) strategies in 2004. Since that time, the department has made great strides towards creating safer prisons. With the publication of the U.S. Department of Justice's national PREA standards in 2012, the agency repurposed a position to oversee the department's efforts in coming into compliance with the new PREA standards. The PREA administrator falls under the leadership of the Inspector General and provides oversight and leadership in helping the agency comply with the new standards, prepare for national PREA audits, and uphold the agency's zero-tolerance policy towards sexual misconduct.

Office of Research and Projects

The Office of Research and Projects provides mission-critical information on offender populations, program performance, and policy impacts. 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. This office manages and maintains the agency's data warehouse and its front-end application, Correctional Management Information System (CMIS). This office collaborates with an increasing number of outside stakeholders, both within the state and across the nation. This office also manages implementation of agency-wide and interagency projects requiring the expertise of professional project managers; provides research and data to support evidence-based programs; and coordinates agency rulemaking. Personnel costs determine the need and drive the cost of the program.

The Office of Research and Projects engages in a shared research model with the Oregon Youth Authority and the Criminal Justice Commission to allow researchers to move among these agencies to best serve the research needs of Oregon's correctional system. This means, resources can be re-allocated to other critical work, while the research needs of the DOC remain.

In addition, the office has recently begun upgrading its data warehouse to software that is several generations newer than existing software. The new software will offer enhanced capabilities and more efficient and effective information retrieval and aggregation. This upgrade is a significant endeavor that will take several years to complete, thus adding significantly to the workload of the Research and Projects Office.

Office of Diversity and Inclusion

In 2013, the Director's Office created the Office of Diversity and Inclusion (D&I) in response to the statewide priority of the Governor and the agency to provide direction, policy, and procedure around hiring and retaining women, minorities, and individuals who are disabled. The Diversity and Inclusion Administrator is responsible to benchmark and research evidence-based practices in diversity and inclusion, analyze recruiting and hiring disparity compared to the Governor's mandated affirmative action goals, collaborate with HR to make recommendation for policy and procedural changes in the recruiting and hiring process, oversee staff throughout the state who

serve on the D&I Advisory Council, create and implement annual training for staff on D&I and new D&I programs, and work collaboratively through the agency and local communities on recruiting efforts for women and minorities.

To develop DOC into a diverse organization with an inclusive culture, the Diversity and Inclusion Administrator needs to spend time with other professional organizations in meetings and conferences to learn about best practices. He or she also needs to reach out to state agencies in Oregon and other states that are on the cutting edge of diversity and inclusion issues. This outreach to other agencies and implementation of new information will help establish meaningful changes in DOC.

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. The table below illustrates the proportion of the Central Administration budget that is fixed by state budget policy and not completely within the management control of the agency.

Proposed New Laws That Apply to the Program Unit

Three of the agency's nine legislative concepts for the 2015 session fall under the leadership of Central Administration.

- LC 29100/490 would allow current DOC, Board of Parole and Post-Prison Supervision, and Oregon Corrections Enterprises staff to lawfully possess a personal handgun and ammunition in their personal vehicle when the vehicle is parked in a department parking lot if the authorized staff member is present at a public building occupied by the department; has a valid concealed handgun license issued pursuant to ORS 166.291 and 166.292; and has locked the personal handgun and ammunition in a gun box inside the vehicle. This only applies if the department has not provided a secure and locked location for storage of personal handguns and ammunition. This LC is a follow-up to House Bill 4035 (2014).

- LC 29100/491 would give the department authority to deny any person access to department public records unless such person signs a statement which affirms that such records shall not be used for the direct solicitation of business for pecuniary gain.

- LC 29100/493 would repeal ORS 421.340 (rules for exchange of products among institutions). This is an outdated and unnecessary statute that was originally adopted at a time before the creation of the Oregon Department of Corrections (DOC), when state institutions for adult prisoners, juvenile offenders and the mentally ill and developmentally disabled were all organized within the Department of Human Services under various divisions, and when the institutions were few and managed much more independently by institution superintendents. Due to organizational changes in the structure and management of these state institutions, it is no longer useful for the various agencies that currently manage these state institutions to jointly adopt purchasing rules for purchasing products manufactured by prison inmates/prison industries/Oregon Corrections Enterprises

(OCE). DOC currently follows the Oregon Department of Administrative Services' purchasing rules to make purchases of goods from OCE, except when the goods are for use in prison work programs.

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

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Agency Administration	8 / 8.00		$2,800,578	$82,400		$2,882,978
Department Overhead	0 / 0.00		$51,615,145	$497,977	$447,807	$52,560,929
Research Office	8 / 8.00		$2,406,232			$2,406,232
Planning & Budget Office	9 / 9.00		$2,542,011			$2,542,011
Inspector General	62 / 61.50		$28,220,622	$572,614	$524,321	$29,317,557
Gov't Efficiencies & Communications	6 / 6.00		$1,453,438			$1,453,438
Program Unit Total	93 / 92.50		$89,038,026	$1,152,991	$972,128	$91,163,145

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

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Agency Administration	6 / 6.00		$2,116,370	$82,400		$2,198,770
Department Overhead	0 / 0.00		$50,353,457	$621,365	$447,807	$51,422,629
Research Office	8 / 8.00		$2,126,232			$2,126,232
Planning & Budget Office	9 / 9.00		$2,533,173			$2,533,173
Inspector General	58 / 57.50		$12,477,314	$572,614	$524,321	$13,574,249
Gov't Efficiencies & Communications	5 / 5.00		$1,220,832			$1,220,832
Program Unit Total	86 / 85.50		$70,827,378	$1,276,379	$972,128	$73,075,885

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% 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 DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%.

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,094,762
Other Funds	2,795
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,094,762
Other Funds	2,795
Federal Funds	0
Total Funds	$1,097,557

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **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	1,094,762	-	-	-	-	-	1,094,762
Total Revenues	**$1,094,762**	**-**	**-**	**-**	**-**	**-**	**$1,094,762**
Personal Services							
Temporary Appointments	4,335	-	-	-	-	-	4,335
Overtime Payments	658	-	-	-	-	-	658
All Other Differential	4,788	-	616	-	-	-	5,404
Public Employees' Retire Cont	1,063	-	120	-	-	-	1,183
Pension Obligation Bond	42,986	-	1,886	-	-	-	44,872
Social Security Taxes	748	-	47	-	-	-	795
Unemployment Assessments	132	-	-	-	-	-	132
Mass Transit Tax	3,142	-	137	-	-	-	3,279
Vacancy Savings	1,036,910	-	(11)	-	-	-	1,036,899
Total Personal Services	**$1,094,762**	**-**	**$2,795**	**-**	**-**	**-**	**$1,097,557**
Total Expenditures							
Total Expenditures	1,094,762	-	2,795	-	-	-	1,097,557
Total Expenditures	**$1,094,762**	**-**	**$2,795**	**-**	**-**	**-**	**$1,097,557**
Ending Balance							
Ending Balance	-	-	(2,795)	-	-	-	(2,795)
Total Ending Balance	**-**	**-**	**($2,795)**	**-**	**-**	**-**	**($2,795)**

Central Administration Division

022 Phase-out Pgm & One-time Costs

Package Description

Purpose
This package includes the financial impact associated with phasing out programs, services, or legislative actions that were terminated during the 2013-15 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2013-15 budget. The Central Administration Division is phasing out a one-time reduction that was assumed in the 2013-15 biennium.

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$345,780
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$345,780
Other Funds	0
Federal Funds	0
Total Funds	$345,780

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 022 - Phase-out Pgm & One-time Costs | **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	345,780	-	-	-	-	-	345,780
Total Revenues	**$345,780**	**-**	**-**	**-**	**-**	**-**	**$345,780**
Services & Supplies							
Data Processing	237,125	-	-	-	-	-	237,125
Other Services and Supplies	108,655	-	-	-	-	-	108,655
Total Services & Supplies	**$345,780**	**-**	**-**	**-**	**-**	**-**	**$345,780**
Total Expenditures							
Total Expenditures	345,780	-	-	-	-	-	345,780
Total Expenditures	**$345,780**	**-**	**-**	**-**	**-**	**-**	**$345,780**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$8,304,890
Other Funds	5,885
Federal Funds	15,236

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$7,034,364
Other Funds	5,885
Federal Funds	15,236
Total Funds	$7,055,485

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**
Pkg: 031 - Standard Inflation | **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	7,034,364	-	-	-	-	-	7,034,364
Total Revenues	**$7,034,364**	**-**	**-**	**-**	**-**	**-**	**$7,034,364**
Services & Supplies							
Instate Travel	6,633	-	504	2,900	-	-	10,037
Out of State Travel	356	-	600	-	-	-	956
Employee Training	5,420	-	-	-	-	-	5,420
Office Expenses	18,054	-	311	-	-	-	18,365
State Gov. Service Charges	6,556,552	-	-	-	-	-	6,556,552
Data Processing	35,360	-	-	-	-	-	35,360
Publicity and Publications	1,126	-	-	-	-	-	1,126
Professional Services	6,738	-	-	12,336	-	-	19,074
Attorney General	289,854	-	-	-	-	-	289,854
Employee Recruitment and Develop	715	-	-	-	-	-	715
Dues and Subscriptions	156	-	-	-	-	-	156
Facilities Rental and Taxes	39,415	-	-	-	-	-	39,415
Fuels and Utilities	22,287	-	-	-	-	-	22,287
Facilities Maintenance	153	-	-	-	-	-	153
Medical Services and Supplies	6,247	-	-	-	-	-	6,247
Other Care of Residents and Patients	59	-	-	-	-	-	59
Other COP Costs	3,349	-	2,670	-	-	-	6,019
Other Services and Supplies	34,659	-	1,800	-	-	-	36,459
Expendable Prop 250 - 5000	1,190	-	-	-	-	-	1,190

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**
Pkg: 031 - Standard Inflation | **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	1,145	-	-	-	-	-	1,145
Total Services & Supplies	**$7,029,468**	**-**	**$5,885**	**$15,236**	**-**	**-**	**$7,050,589**
Capital Outlay							
Office Furniture and Fixtures	1,818	-	-	-	-	-	1,818
Total Capital Outlay	**$1,818**	**-**	**-**	**-**	**-**	**-**	**$1,818**
Special Payments							
Dist to Individuals	2,827	-	-	-	-	-	2,827
Other Special Payments	251	-	-	-	-	-	251
Total Special Payments	**$3,078**	**-**	**-**	**-**	**-**	**-**	**$3,078**
Total Expenditures							
Total Expenditures	7,034,364	-	5,885	15,236	-	-	7,055,485
Total Expenditures	**$7,034,364**	**-**	**$5,885**	**$15,236**	**-**	**-**	**$7,055,485**
Ending Balance							
Ending Balance	-	-	(5,885)	(15,236)	-	-	(21,121)
Total Ending Balance	**-**	**-**	**($5,885)**	**($15,236)**	**-**	**-**	**($21,121)**

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. The Central Administration Division has the above standard inflation factor applied to the Professional Services object code.

How Achieved
For 2015-17, the above standard inflation factor for Medical Services and Supplies is 1.7%, and the non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$674
Other Funds	0
Federal Funds	1,234

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$674
Other Funds	0
Federal Funds	1,234
Total Funds	$1,908

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**
Pkg: 032 - Above Standard Inflation | **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	674	-	-	-	-	-	674
Total Revenues	**$674**	**-**	**-**	**-**	**-**	**-**	**$674**
Services & Supplies							
Professional Services	674	-	-	1,234	-	-	1,908
Facilities Rental and Taxes	-	-	-	-	-	-	-
Medical Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**$674**	**-**	**-**	**$1,234**	**-**	**-**	**$1,908**
Total Expenditures							
Total Expenditures	674	-	-	1,234	-	-	1,908
Total Expenditures	**$674**	**-**	**-**	**$1,234**	**-**	**-**	**$1,908**
Ending Balance							
Ending Balance	-	-	-	(1,234)	-	-	(1,234)
Total Ending Balance	**-**	**-**	**-**	**($1,234)**	**-**	**-**	**($1,234)**

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 the additional staff and operating costs required to operate these programs. The April 2014 Oregon Corrections Population Forecast published by the DAS Office of Economic Analysis is the basis for actions presented in this package in the Agency Request Budget. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

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

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

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$16,169
Other Funds	0
Federal Funds	0
Total Funds	$16,619

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$100,150
Other Funds	0
Federal Funds	0
Total Funds	$100,150

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: 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	100,150	-	-	-	-	-	100,150
Total Revenues	**$100,150**	**-**	**-**	**-**	**-**	**-**	**$100,150**
Services & Supplies							
Office Expenses	12,255	-	-	-	-	-	12,255
Data Processing	18,063	-	-	-	-	-	18,063
Professional Services	4,451	-	-	-	-	-	4,451
Attorney General	42,241	-	-	-	-	-	42,241
Fuels and Utilities	14,722	-	-	-	-	-	14,722
Medical Services and Supplies	4,127	-	-	-	-	-	4,127
Other Services and Supplies	4,291	-	-	-	-	-	4,291
Total Services & Supplies	**$100,150**	**-**	**-**	**-**	**-**	**-**	**$100,150**
Total Expenditures							
Total Expenditures	100,150	-	-	-	-	-	100,150
Total Expenditures	**$100,150**	**-**	**-**	**-**	**-**	**-**	**$100,150**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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
The Oregon Health Network (OHN) is a nonprofit organization whose mission is to improve the quality, access, and delivery of health care to all Oregonians through enhanced broadband connectivity, health care IT best practices, hosted services, and advocacy.

The Oregon Health Network (OHN) provides subsidized broadband to health care providers using Federal Funds received from the FCC. The subsidies cover the eligible portions of installation and monthly service charges, to include telecommunications vendor charges, SDC charges, and an administration fee to OHN.

Prior to June 1, 2014, all GF and FF OHN-related accounting activity was recorded in Health Services SRC 010. Starting June 1, 2014, DOC is recording all OHN-related activity in SCR 004 Central Administration.

For 2015-17, DOC is requesting a net zero SCR shift of GF and FF limitation from Health Services SCR 010 to Central Administration 004.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$515,665
Other Funds	0
Federal Funds	325,124

BUDGET NARRATIVE

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$515,665
Other Funds	0
Federal Funds	325,124
Total Funds	$840,789

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: 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	515,665	-	-	-	-	-	515,665
Federal Funds	-	-	-	325,124	-	-	325,124
Total Revenues	**$515,665**	**-**	**-**	**$325,124**	**-**	**-**	**$840,789**
Services & Supplies							
Telecommunications	3,596,969	-	-	325,124	-	-	3,922,093
State Gov. Service Charges	(5,578,203)	-	-	-	-	-	(5,578,203)
Data Processing	2,496,899	-	-	-	-	-	2,496,899
Total Services & Supplies	**$515,665**	**-**	**-**	**$325,124**	**-**	**-**	**$840,789**
Total Expenditures							
Total Expenditures	515,665	-	-	325,124	-	-	840,789
Total Expenditures	**$515,665**	**-**	**-**	**$325,124**	**-**	**-**	**$840,789**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

103 Staffing: New Initiatives & Existing Workload

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

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

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

PREA Coordinator
This package requests the establishment of a PREA Coordinator position in the Inspector General's Office of the Oregon Department of Corrections (ODOC). The Department of Justice's National Prison Rape Elimination Act (PREA) standards were published in the federal register on June 20, 2012 and became effective on August 20, 2012. In those standards it states, "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." ODOC was an early adopter of PREA and ending sexual violence in the Department's 14 institutions is a priority. There has never been an authorized position for the PREA Coordinator. In the past, the Department received grants to help offset the cost, but PREA is a permanent and significant function and the federal standards require this position.

Diversity and Inclusion Administrator

The State of Oregon established Affirmative Action on July 1, 1975, to eliminate the effects of past and present under-representation, intended or unintended, that are evident by analysis of present employment patterns, practices or policies. ORS 243.305 states, "(1) It is declared to be the public policy of Oregon that all branches of state government shall be leaders among employing entities within the state in providing to its citizens and employees, through a program of affirmative action, fair and equal opportunities for employment and advancement in programs and services and in the awarding of contracts.

(2) "Affirmative action" means a method of eliminating the effects of past and present discrimination, intended or unintended, on the basis of race, religion, national origin, age, sex, marital status or physical or mental disabilities. [1975 c.529 §1; 1981 c.436 §1; 1989 c.224 §35]" Further, Governor Kitzhaber stated, "The Governor of the State of Oregon is committed to the right of all persons to work and advance on the basis of merit, ability, and potential."

Director Colette Peters said in a letter to the Governor, "I believe that state agencies should always strive to hire the best and the brightest and to create a diverse workforce. To that end, we are working very hard to help ensure we are creating a diverse workforce through recruiting, training, and succession planning for women and minorities who are in the agency. I envision skilled and dedicated staff members who reflect all the best characteristics of Oregon's talented and diverse population."

In 2013 the Diversity and Inclusion (D&I) office was created with one full time administrator and one full time office staff. The office's creation was in response to the statewide priority of the Governor and the agency to provide direction, policy, and procedure around hiring and retaining women, minorities, and individuals who are disabled. The full time administrator is not a permanent position and is unfunded at this time. The purpose of this request is to make this position funded and permanent and to eliminate a double-fill.

Office of Continuous Improvement

In March of 2013, the DOC's leadership team, Policy Group, began contracting with Mass Ingenuity to conduct an organizational review. Mass Ingenuity is made up of a group of dedicated experts in the business field, from business management to organizational development who work with government agencies to bring the best businesses practices to them. Eleven Oregon agencies are currently using the NOW Management System framework to develop their performance management systems. DOC does not currently have staffing to maintain an Office of Continuous Improvement to support the agencies desire to advance the 10 Year Plan, key change initiative, agency's mission, strategic plan, meet outcome and performance measures as well as key performance measures.

The agency is proposing staffing to support an Office of Continuous Improvement (OCI) to meet State and agency objectives as well as Senate Bill 676 (Chapter 563, 2011 Laws), a law aimed to shift resources to outcome-based budgeting that connects the budget with performance management.

How Achieved

PREA Coordinator

The Oregon Department of Corrections 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, prevention, monitoring and training to prevent the sexual abuse of inmates housed by ODOC. This position provides overall assessment of activities facilitates discussions with staff and administrators and prepares plan-of-action steps for the Office of Inspector General, Policy Group and Operations. Develop strategic planning for cultural change efforts; prepares monthly reports with a work plan for each year of the assignment; prepares an annual report, highlighting the progress that was made for that year; provides leadership in creating a structure which encourages reporting and unbiased investigations.

The PREA Coordinator is responsible for working collaboratively with external stakeholders such as, Oregon State Police, District Attorneys, Community Corrections, Oregon Cure, Attorney General Sexual Assault Task Force, Oregon Sheriff and Jail Commanders Association and Oregon Youth Authority. This position works with 14 Institutions statewide to identify individual areas of concern and making recommendations to prevent sexual assault within institutions. The position also works with DOC facilities to establish a list of security equipment enhancements and priorities.

This position will travel across the state presenting materials to staff and provide action plans for managers to ensure all staff are trained in a consistent manner and in compliance with national standards. It works with other correctional agencies at the county level across the state to increase awareness and foster relationships with DOC partners and stakeholders. Training items include: inmate and staff training; identification of vulnerable and sexually assaultive inmates; safe reporting mechanisms for inmates; safe and legal housing for inmates, victims and sexually assaultive inmates; specialized staff (SART) within each institution to start immediate processes after a reported violation; training auditors for continual monitoring of the systems effectiveness of projects; coordinate and deliver a staff awareness campaign for initial discussion on PREA.

The Coordinator is responsible for the development, revision and distribution of the department's written policy on PREA. It analyzes the policy issues concerning PREA and develops and implements proposals, policies and strategies to support the PREA program. It also coordinates periodic review of existing administrative rules and policies. The PREA Coordinator writes DOC policy based on current National Standards, and changes necessary through experience and audits and recommends and formulates plans to change policy direction based on changes to the federal regulations, federal standards and from data complied.

Diversity and Inclusion Administrator

The Diversity and Inclusion Administrator is responsible to:

- benchmark and research evidence-based practices in diversity and inclusion,
- focus on CORE's seven-step problem solving process. This process is being used to analyze recruiting and hiring disparity compared to Governor's mandated affirmative action goals (CORE, Correctional Objectives through Research and Engagement, is the Department of Corrections researched-based problem solving program),

- evaluate CORE and other data (CORE data includes key mandated measures for women and ethnic minorities in regard to hiring, current staffing and staff retention),
- collaborate with Human Resources to make recommendation for policy and procedural change in the recruiting and hiring process,
- oversee staff throughout the state who serve on the D&I Advisory Council,
- create and implement annual training for staff on D&I and new D&I programs, and
- work collaboratively through the agency and local communities for recruiting efforts for women and minorities.

Tangible benefits of this position:

While the primary focus may be on hiring and employment parity within corrections, the weightier issue is that of enlisting and retaining talent.

Goals:

a. Encourage a culture that successfully motivates and generates the highest productivity of all employees, across lines including race, gender, sexual orientation, nationality, religion, age, political affiliation, and disability;

b. Meet or exceed Executive Order 05-01outlining Oregon's expectations for affirmative action, diversity and cultural competency;

c. Position the agency to take full advantage of culturally-savvy staff as older staff leave corrections service.

<u>Office of Continuous Improvement</u>

- **An OCI would assist process owners to identify, analyze and improve existing business processes within the organization to meet new goals and objectives**
  - Increasing performance
  - Reducing costs

- **An OCI would use a specific methodology and/or strategy to increase the likelihood of successful results**
  - Identify and prioritize work
  - Define routine work by describing processes
  - Measure effectiveness
  - Eliminate inefficiencies

- **An OCI would introduce process changes to improve the quality of a product or service, to better match customer and consumer needs**
  - Customers define value
  - Employees create value

- Management supports employees so they can create value

- **An OCI would 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

- **An OCI would offer training opportunities for agency employees to prepare them 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

- **An OCI would also provide project support and guidance for project sponsors, leaders, and teams throughout the duration of their projects**
  - Identifying projects
  - Scoping projects (charter development, process mapping, etc.)
  - Analyzing data
  - Coaching project leaders through CI methods and tools
  - Facilitating problem-solving, implementation plans, and communication plans
  - Supporting project leaders with change management
  - Training project leaders and teams in CI

Staffing Impact

Positions	3
FTE	3.00

Quantifying Results

PREA Coordinator

Ongoing compliance of the national Prison Rape Elimination Act, staff are trained on how to detect and respond to sexual abuse and inmates are educated in their right to be free from sexual abuse.

Diversity and Inclusion Administrator

1. Demonstrate increase in *agency-wide* diversity and inclusion results as measured against state affirmative action goals:
    - Female staff increase from 33.8% female staff to 35% (38% is DOC's affirmative action goal for women).
    - Ethnic/Racial minority increase from 11.7% to 12.1% (12.5% is DOC's affirmative action goal from ethnic/racial minorities).
2. Process improvement yielding increased percentages of female and ethnic/racial *new hires*:
    - Female new hire staff increase from 31.9% staff to 35% (38% is DOC's affirmative action goal for women).
    - Ethnic/Racial minority new hire increase from 11.2% staff to 12.1% (12.5% is DOC's affirmative action goal from ethnic/racial minorities).
3. Increase *retention* of populations of female (compared to male) staff and ethnic/racial (compared to Caucasian) staff.
    - This measure is still in the developmental phase and specific parameters have not yet been set.

Office of Continuous Improvement

The OCI will initiate a capability breakthrough initiative of the performance management system to quantify results by using a five step breakthrough plan:

Step 1: Agree on the Objective
Step 2: Assess the Situation
Step 3: Develop the Strategies
Step 4: Set the Specific Targets
Step 5: Set the Sub-Targets

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

Agency Request Budget

Revenue Sources	
General Fund	$916,814*
Other Funds	$0
Federal Funds	$0
Total Funds	$916,814

*$232,606 (PREA Coordinator)
$363,432 (Diversity and Inclusion Administrator)
$320,776 (Office of Continuous Improvement)
$916,814 Total

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	$0
Federal Funds	$0
Total Funds	$0

This package was removed in the Governor's Balanced Budget

2017-19 Impact
This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **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	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **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	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

110 Technology Infrastructure

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

- General Services Division: 5 Pos., 3.00 FTE, General Fund: $2,363,664
- Central Administration Division: 0 Pos., 0.00 FTE, General Fund: $280,000
- Offender Management and Rehabilitation Division: 0 Pos., 0.00 FTE, General Fund: $198,000
- Total Package: 5 Pos. 3.00 FTE, General Fund: $2,841,664

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

How Achieved
- DOC is proposing a series of upgrades that will position DOC to begin to take advantage of efficiencies from technology. The following is an upgrade that will affect the Central Administration Division:

  - **SAS Data Warehouse Software Maintenance**
    The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill ad hoc and CORE-related data requests. The data is also used to support research, program evaluation, and risk assessment. SAS software requires an annual maintenance fee of $140,000 ($280,000/biennium). No positions / FTE are requested.

Staffing Impact

Positions:	0
FTE:	0.00

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

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

Agency Request Budget

Revenue Sources

General Fund	$280,000
Other Funds	0
Federal Fund	0
Total Funds	$280,000

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Fund	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget

2017-19 Impact
This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Central Administration**
Pkg: 110 - Technology Infrastructure | **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	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Capital Outlay							
Data Processing Software	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

111 Staff Enhancements to Address Workload

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

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

Purpose
Package 111 is to restore position authority in targeted areas of need within the department relating to Federal compliance, Grants funding, and other key functions within the DOC. Below are the specific positions being requested for the Central Administration Division.

PREA Compliance Managers
This package requests the establishment of three new positions in the Inspector General's Office of the Oregon Department of Corrections (DOC). The three positions requested are for regional Prison Rape Elimination Act (PREA) Captains. These positions will assist the PREA Coordinator in PREA compliance. The federal standards state, "(c) Where an agency operates more than one facility, each facility shall designate a PREA compliance manager with sufficient time and authority to coordinate the facility's efforts to comply with the PREA standards." Tracking, responding to and investigating PREA incidents require a significant amount of time and cannot be absorbed into another position. These positions support the Department's mission of running safe and secure institutions for staff and inmates.

Grants Coordinator
This policy package is being submitted to seek funding for a dedicated position to coordinate and centralize grant application and management activities for the department as well as potentially assisting other agencies such as Oregon Youth Authority, State Police, and the Criminal Justice Commission under a shared-services model. As the department continues to build upon new, innovative, and evidence-

based programming, a Grants Manager position would provide the necessary resource to research the availability of grants as well as to serve as the department expert in grant application and management regulations and processes.

Successful grant seeking and management can be complex and requires commitment, dedication, and resources to ensure adherence to the numerous and intricate governing laws, regulations, and reporting requirements. Additionally, due to the significant impact grant funding can have on daily operations of an organization, it is crucial that the grants application, acceptance, and management processes are efficient, consistent, and timely.

Unfortunately, the department previously declined a grant award for which an application was submitted due to lack of understanding about governing rules and regulations. Returning or declining grant funds are red flags for funders and this instance alone could negatively impact future grant applications submitted by DOC. Other consequences of poor grant management activities such as missed deadlines and misuse of funds can result in negative financial or programmatic audit findings, which can also have a significant impact on an award and the department.

How Achieved

PREA Compliance Managers

The Oregon Department of Corrections has a zero tolerance for sexual abuse.

The three PREA Captain positions will work regionally in order to detect, respond to and investigate PREA incidents and ensure compliance with the federal PREA standards. They will also be responsible for data collection and reporting. These captains will be the lead for the Department's Sexual Assault Response Teams (SART) ensuring proper procedure is followed.

Directly manage the day-to-day PREA investigations and inmates who have a PREA designator. The PREA standards require the Department to investigate all allegations of sexual abuse and sexual harassment. Gather and analyze information pertaining to intelligence and investigations associated with sexual assault.

PREA Captains will investigate all inappropriate staff/inmate relationships. The PREA captains will provide consultation and oversight to senior DOC management through active involvement in committees, training development and rule, procedure and policy review and updating.

Grants Coordinator

The addition of a Grants Manager position would provide the department with the necessary resource to establish and maintain the structure necessary to ensure that grant awards will not be mismanaged and all grant requirements are completed in an efficient and timely manner.

Additionally, as General Fund dollars continue to decrease, the addition of a Grants Manager position would provide the department with the ability and resource to seek other funding options to help supplement important evidence-based programs and services, introduce new initiatives, gain technological advances, and subsidize programmatic staffing.

Staffing Impact

Positions	4
FTE	4.00

Quantifying Results

PREA Compliance Managers

Ongoing compliance with the national Prison Rape Elimination Act, staff are trained on how to detect and respond to sexual abuse and inmates are educated in their right to be free from sexual abuse.

Grants Coordinator

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

Grant funds can be used to support important programs and services, extend pre-existing services, introduce new initiatives, gain technological advances, and subsidize programmatic staffing, all of which benefits the betterment of our adults in custody and in turn Oregon communities by positively impacting recidivism rates and ties directly to the following department CORE outcome measures (OM):

- OM5a – New felony convictions, Statewide Post-Prison Supervision (36-month recidivism rate)
- OM5c – New felony convictions, Linn and Douglas Post- Prison Supervision (36-month recidivism rate)
- OM5e – Re-arrest recidivism (Re-arrest for any reason)

Agency Request Budget

Revenue Sources

General Fund	$904,444*
Other Funds	0
Federal Funds	0
Total Funds	$904,444

*$671,838 (3 PREA Compliance Managers)
$232,606 (1 Grants Coordinator)
$904,444 Total

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact
This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 111 - Staff Enhancements to Address Workload | **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	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 111 - Staff Enhancements to Address Workload | **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	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

112 PREA Technology Solutions

Purpose
This package requests technology solutions that will enhance security and support the Prison Rape Elimination Act (PREA). The Oregon Department of Corrections has a zero tolerance policy for sexual abuse. New technology is a critical component for detecting prison rape and other security concerns.

How Achieved
Technology Solution #1- Eliminate Pat Down Searches
Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase inmate movement and reduce the need for staff to physically touch inmates. Collectively, the following three products address this issue in different ways.

A. Chair Metal Detector (Ranger Security BOSS II)

This metal detector is a chair that detects any metal on or inside the inmate. Purchasing 55 units ($8,779 per unit) to cover the five largest institutions would cost $482,845.

B. Metrasens Metal Detector

Metrasens produces a portable and highly sensitive metal detector, which has been successfully tested at the Oregon State Penitentiary. It is made to detect and differentiate between knives, cell phones and other metal objects. The cost of 55 of these units is about $570,000.

C. TSA Style Body Scanners

This technology detects illegal and dangerous items. Typically it is used to identify the presence of weapons and contraband that are hidden beneath a person's clothing. The system takes five seconds from entry to report and scans the entire body of a person. Processing 100 inmates through the scanner would take approximately 15 minutes. Each unit costs $170,000. For the five largest institutions, the Department would need 11 units for a total of $1,870,000.

Technology Solution #2 – Replace Daily Count
Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, prohibit access to certain areas, track inmate associations (Security Threat Management, criminal investigations and PREA investigations) and count inmates.

Electronic inmate tracking would allow the Department to wirelessly monitor inmates and perform real-time location supervision, tightening inmate control and enhancing the security for staff. The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) inmate movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place. The estimated cost is $12,000,000.

Staffing Impact

Positions	0
FTE	0.00

Quantifying Results

Evidence of the successful adoption of these measures will be demonstrated by a reduction of prison rape and other security threats, as well as assistance in tracking Security Threat Management, criminal investigations and PREA.

Agency Request Budget

Revenue Sources

General Fund	$14,922,845
Other Funds	0
Federal Funds	0
Total Funds	$14,922,845

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 112 - PREA Technology Solutions

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	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Capital Outlay							
Technical Equipment	-	-	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

116 New Debt Service and Bond Sale Costs

Agency Overview
Policy Option package 116 provides the necessary funding to issue and manage debt that will be used to fund the critical Policy Option Packages outlined in the 2015-17 Agency Request Budget. There are no position actions taken within this package. Below is the Agency Request Budget impact summary.

- Central Administration Division: 0 Pos., 0.00 FTE, Other Funds: $406,307
- Debt Service: 0 Pos., 0.00 FTE, General Fund: $2,904,458
- Total Package: 0 Pos., 0.00 FTE, Total Fund: $3,310,765

Purpose
The purpose of this package is to provide the necessary Other Funds to pay for cost of issuance related to bonds used to pay for 2015-17 Policy Option Packages.

How Achieved
Other Funds are requested for 2015-17 obligations that will arise from the sale of bonds to finance the following Policy Option Packages:

- Package 104, CIS Replacement Project $ 2,000,000 Other Funds
- Package 105, Inmate Thin-Client Network Replacement $ 623,175 Other Funds
- Package 106, Deferred Maintenance Priority Projects $14,220,432 Other Funds
- Package 119, DAS VOIP Telephony Upgrade $ 5,566,681 Other Funds

Through this Package 116, $406,307 of Other Funds is requested for costs related to the issuance of the bonds.

Staffing Impact
Positions: 0
FTE: 0.00

Funding Results
Funding for the cost of issuance related to bonds used to finance approved capital projects is a necessary part of the budgetary decision-making process. If the requested projects are approved for Other Fund financing, this package and the Other Fund

expenditure limitation requested in Package 116, Debt Service, will need to be approved in order to sell the bonds and service the outstanding bond obligations.

Agency Request Budget

Revenue Sources

General Fund	$ 0	
Other Funds	406,307*	Total Bond Issuance Costs
Federal Funds	0	
Total Funds	$406,307	

*$ 36,825 Inmate Thin Client
$ 50,000 Corrections Info Sys Replacement
$226,163 Deferred Maintenance Priority Projects
$ 93,319 VOIP Telephony Upgrade
$406,307 Total

Governor's Balanced Budget

Revenue Sources

General Fund	$0	
Other Funds	529,695*	Total Bond Issuance Costs
Federal Funds	0	
Total Funds	$529,695	

*$ 36,825 Inmate Thin Client
$254,568 Deferred Maintenance Priority Projects
$238,302 VOIP Telephony Upgrade
$529,695 Total

2017-19 Impact

There will be no impact on 2017-19 because the bonds have been issued and will therefore have no additional costs of issuance.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 116 - New Debt Service and Bond Sale Costs | **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	-	-	529,695	-	-	-	529,695
Total Revenues	**-**	**-**	**$529,695**	**-**	**-**	**-**	**$529,695**
Services & Supplies							
Other COP Costs	-	-	529,695	-	-	-	529,695
Total Services & Supplies	**-**	**-**	**$529,695**	**-**	**-**	**-**	**$529,695**
Total Expenditures							
Total Expenditures	-	-	529,695	-	-	-	529,695
Total Expenditures	**-**	**-**	**$529,695**	**-**	**-**	**-**	**$529,695**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

117 Oregon Health Network Subsidy Limitation

Purpose
This package requests additional Federal Fund expenditure limitation for the purposes of ensuring sufficient Federal Funds limitation is available to appropriately account for agency assets.

How Achieved
The Oregon Health Network (OHN) is a non-profit organization whose mission is to improve the quality, access, and delivery of health care to all Oregonians through enhanced broadband connectivity, health care IT best practices, hosted services, and advocacy.

During the 2013 biennium, the department began to participate in the OHN's Rural Health Care Pilot Program. This program was created to install broadband telecommunication and network capacity in institutions across the state, for the purpose of connecting institution medical facilities and the broader medical community in Oregon. The program provides both Other Fund subsidies and Federal Fund subsidies through the Federal Communications Commission (FCC).

Both the Oregon Health Network subsidy (Other Funds) and the federal subsidy through the FCC are used to pay installers and contractors directly; these funds never pass through the department. However, the Department of Administrative Services Statewide Accounting Budgeting Reporting Section (SABRS) advised the department that these investments – in what ultimately becomes a recordable agency asset – need to be properly recorded in the state's financial statements.

The department currently has a Federal Fund expenditure limitation of $325,124 for this program, but is anticipating an additional investment by the FCC of $122,683 for the 2015-17 biennium.

Staffing Impact

Positions:	0
FTE:	0.00

Quantifying Results
Implementation of this program has substantially increased the bandwidth capability of the health network system within the department's institutions and enhanced the electronic communication between the department and the network of Oregon medical services and providers. This allows greater engagement by outside providers for on-site evaluation and care.

Agency Request Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	122,683
Total Funds	$122,683

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	122,683
Total Funds	$122,683

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

The level of support from the OHN for both Other and Federal Funds is subject to availability of funds and cannot reasonably be estimated this far into the future. Without adjustment, this would become part of the 2017-19 base budgets.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Pkg: 117 - Oregon Health Network Subsidy Limitation | **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							
Federal Funds	-	-	-	122,683	-	-	122,683
Total Revenues	**-**	**-**	**-**	**$122,683**	**-**	**-**	**$122,683**
Services & Supplies							
Telecommunications	-	-	-	122,683	-	-	122,683
Total Services & Supplies	**-**	**-**	**-**	**$122,683**	**-**	**-**	**$122,683**
Total Expenditures							
Total Expenditures	-	-	-	122,683	-	-	122,683
Total Expenditures	**-**	**-**	**-**	**$122,683**	**-**	**-**	**$122,683**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-004-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Federal Revenues	136,600	108,800	108,800	39,233	39,233	-
Charges for Services	5,512	3,446	3,446	2,174	2,174	-
Fines and Forfeitures	-	1,179	1,179	609	609	-
General Fund Obligation Bonds	-	89,000	89,000	406,307	529,695	-
Sales Income	17,436	15,170	15,170	13,368	13,368	-
Donations	100	-	-	-	-	-
Other Revenues	8,317,759	12,446	12,446	3,715,670	3,715,670	-
Transfer In - Intrafund	532,498	556,094	556,094	81,723	81,723	-
Transfer In Other	-	9,787,477	9,787,477	-	-	-
Transfer Out - Intrafund	(7,548,494)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	-
Total Other Funds	**$1,461,411**	**$786,135**	**$786,135**	**$2,820,719**	**$2,944,107**	**-**
Federal Funds						
Federal Funds	408,791	600,000	600,000	1,065,807	1,065,807	-
Total Federal Funds	**$408,791**	**$600,000**	**$600,000**	**$1,065,807**	**$1,065,807**	**-**
Nonlimited Other Funds						
Refunding Bonds	1,820,943	-	-	-	-	-
Total Nonlimited Other Funds	**$1,820,943**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Social Security Administration incentive funds	Other	0355	$136,600	$108,800	$126,545	$39,233	$39,233	$0
ID card replacements, Witness Fees, copier revenue	Other	0410	5,512	3,446	8,660	2,174	2,174	0
Inmate Restitution for property damage	Other	0505	0	1,179	0	609	609	0
General Fund Obligation Bonds	Other	0555	0	89,000	0	406,307	529,695	0
Refunding Bonds	Other	0575	1,820,943	0	0	0	0	0
Legal records requests revenue, surplus property sales	Other	0705	17,436	15,170	17,116	13,368	13,368	0
Miscellaneous non-federal grants and donations	Other	0905	100	0	0	0	0	0
Victim restitution allocations, travel reimbursements, and transfer of Inmate Welfare Funds between programs	Other	0975	8,317,759	12,446	(1,068,078)	3,715,670	3,715,670	0

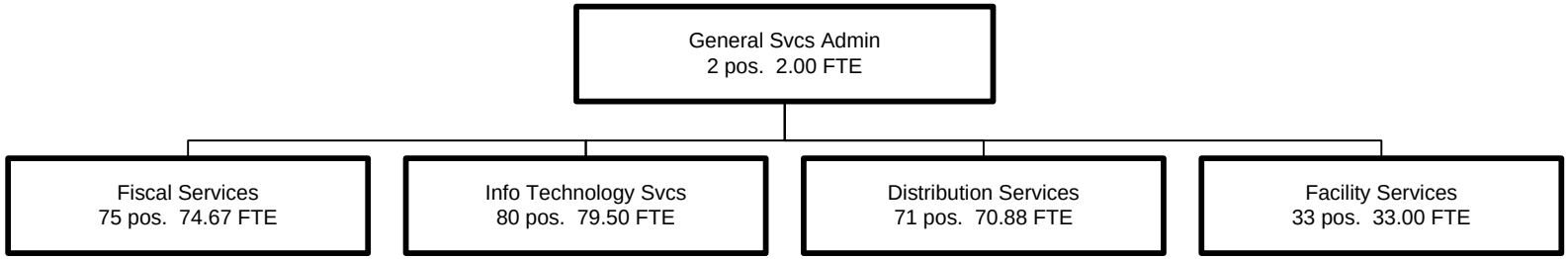
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Federal Funds from the State Criminal Alien Assistance Program (SCAAP), Prison Rape Elimination Act (PREA) and Federal grant for inmate educational programs	Other	0995	408,791	600,000	252,553	1,065,807	1,065,807	0
Movement of IWF revenues between organizational units	Other	1010	532,498	556,094	0	81,723	81,723	0
Recording of initial Inmate Welfare Fund (IWF) Receipts	Other	1050	0	9,787,477	0	0	0	0
Transfer of IWF revenues between organizational units	Other	2010	(7,548,494)	(9,787,477)	0	(1,438,365)	(1,438,365)	0

OREGON DEPARTMENT OF CORRECTIONS

General Services Division Organizational Chart

2013-15 Current Legislatively Approved Budget

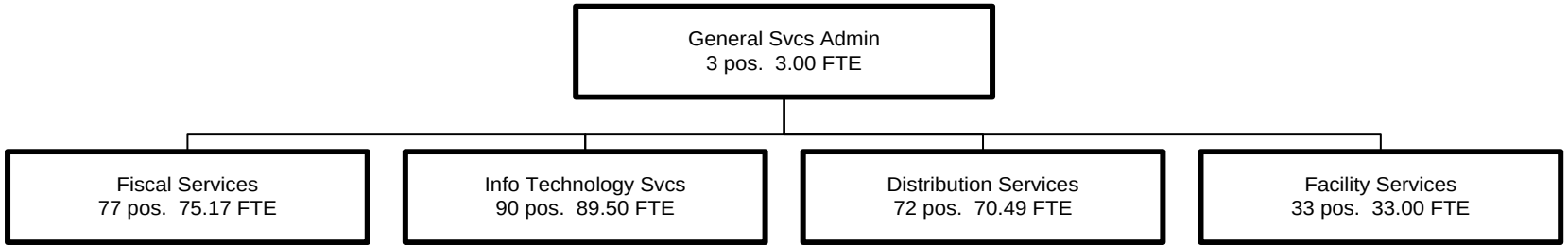


Total Positions: 261
FTE: 260.05

OREGON DEPARTMENT OF CORRECTIONS

General Services Division Organizational Chart

2015-17 Agency Request Budget

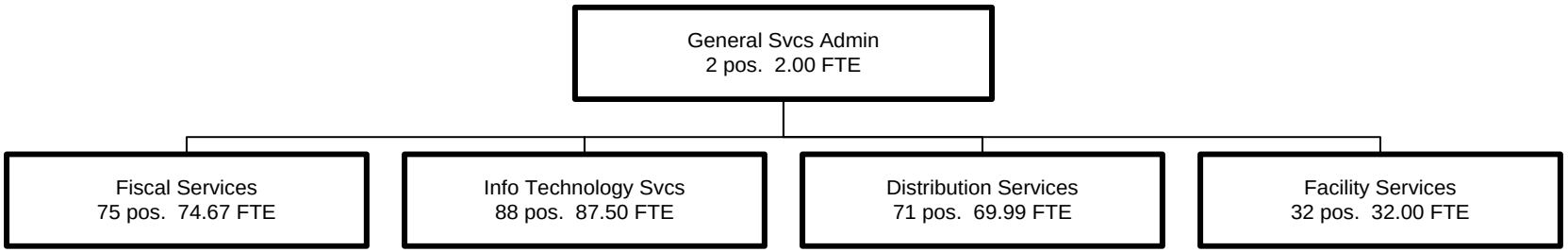


Total Positions: 275
FTE: 271.16

OREGON DEPARTMENT OF CORRECTIONS

General Services Division Organizational Chart

2015-17 Governor's Balanced Budget



Total Positions: 268
FTE: 266.16

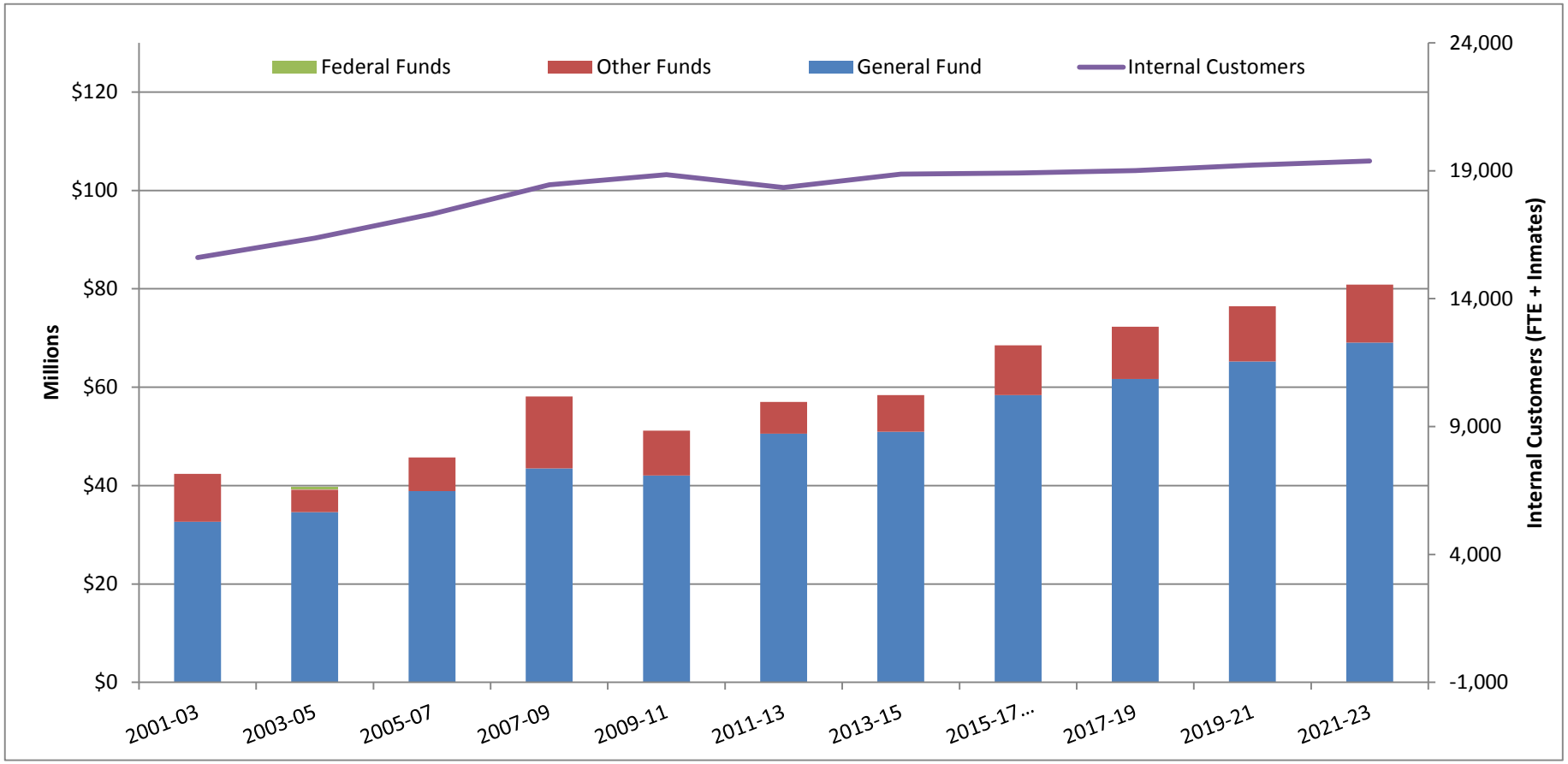
General Services

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety and improving government

b. Primary Program Contact: Mitch Morrow, Deputy Director

c. Total Funds Budget



d. Program Overview

General Services provides services that are fundamental to day-to-day DOC operations in four key areas: Information Technology, Fiscal Services, Facilities Services, and Distribution Services. These services are provided directly to employees, offenders, volunteers, community corrections, and other partner agencies.

e. Program Funding Request

In the Agency Request Budget, this program is requesting $68,496,855 to continue providing key services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology, Fiscal Services, Facilities Services, and Distribution Services. This request includes funding for the following Policy Option Packages, which are described in detail later in this document.

- 103 – Staffing: New Initiatives and Existing Workload (Eliminated in Governor's Balanced Budget)
- 104 – CIS Replacement Project
- 105 – Inmate Thin-Client Network Replacement
- 110 – Technology Infrastructure (Eliminated in Governor's Balanced Budget)
- 111 – Staff Enhancements to Address Workload (Eliminated in Governor's Balanced Budget)
- 119 – DAS VOIP Telephony Upgrade

f. Program Description

The General Services Division is responsible for the delivery of services that support the daily operations of the Department of Corrections (DOC). These services include providing access to information, procuring goods and services, managing an inventory of critical assets, accounting for dollars spent, constructing new facilities, maintaining and renovating existing facilities, maintaining and repairing communications networks and equipment, and the efficient distribution of goods. These services are part of the foundation upon which DOC operates safe, secure, and civil correctional institutions.

The budget for General Services is impacted by changes in the offender population, investments in new technology, and the age of the facilities and equipment that the division is responsible for maintaining. Significant investments in technology are needed to maintain current levels of service, to meet the security mandates, and to ensure business continuity across all sections of this program and the DOC. These costs cannot be covered within current budget.

The General Services Division includes 4 primary program sub-units, Fiscal Services, Facilities Services, Information Technology Services, and Distribution Services, all of which come under the management of General Services Administration. Please see the Program Unit narrative below for more detailed information regarding the function of each of these sub-units.

g. Program Justification and Link to 10-Year Outcome

General Services supports DOC's success in keeping adults in custody securely incarcerated for the duration of their sentence, which is a key part of keeping Oregonians safe where they live, work, and play. General Services provides the direct support of daily operations needed for institutions to function safely and securely. And, through the use of the Oregon Accountability Model (OAM), General Services staff support offenders' successful transition to society and reduce the likelihood of committing future crime.

In addition, DOC has a current Business Continuity Plan in place designed to help the agency recover from a disruption in service. Specifically, this plan provides policy and guidance to ensure that DOC can respond effectively to a disruption and restore essential services to the public as quickly as possible.

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

h. Program Performance

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

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
IT service response time	Percent of time an incident request (break/fix) is responded to within the established service window timeline	92%	52%	90%	91%
Work order efficiency	Number of institutions using the Benchmate system	100%	40%	40%	50%
Canteen sales	Growth in sales	5%	5.37%	5.0%	3.17%
Canteen net income	Growth in net income	3%	4.31%	20.7%	66.47%

Purchasing	Increase purchasing with MWESB	1%	1%	0.8%	0.5%
Electronic inmate deposits	Percent of total deposits received electronically	80%	63%	63%	69%
Number of payroll defects	Number of payroll overpayments in a biennium	0	262	227	176
Amount of payroll defects	Amount of payroll overpayments in a biennium	0	$98,017	$40,794	$43,111
Inmate goods (food)	Daily cost per inmate (food)	$2.50	$2.67	$2.67	$2.67
Inmate goods (personal supplies)	Daily cost per inmate (personal supplies)	$0.40	$0.45	$0.46	$0.42
Inmate goods (wearing apparel)	Daily cost per inmate (wearing apparel)	$0.27	$0.28	$0.28	$0.29

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

Fiscal Services processes operational payment transactions totaling over $1.44 billion per biennium, including $260 million for goods and services; $50 million in utilities, rent, and facilities maintenance costs; $857 million in payroll; $129 million in COP-financed payments; and $24 million in distributions to community correction programs in local counties. Fiscal Services also processes 1.7 million inmate transactions per biennium, with 1.08 million related to canteen services and more than 712,240 related to deposits to inmate accounts. The number of transactions processed has been steadily increasing by five percent per biennium.

i. Enabling Legislation/Program Authorization

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

Facilities Services has specific enabling authorizations with certain mandates included in ORS 179 Administration of Institutions, ORS 270 Management of State Owned Property, and ORS 276 Public Facilities, Contracting and Insurance.
Fiscal Services also has specific mandates and authorizations for fiscal functions included in ORS 291 State Financial Administration, for contracts and procurement in ORS 279 Public Contracting, and for specific institution-related activities in ORS 421 Department of Corrections Institutions.

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

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

j. Describe the various funding streams that support the program

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

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

k. Describe how the 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

In the 2015-17 biennium, the General Services division will continue to provide critical services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology, Fiscal Services, Facilities Services, and Distribution Services.

Program Unit Narrative

Fiscal Services

Fiscal Services is responsible for the financial tracking and reporting activities of the agency. It supports and ensures accuracy, accountability, and efficiency in department financial systems, accounting practices, and business processes by providing services and controls in the management of procurement, contracts, accounting, payroll, inmate trust, fiscal systems, and business functions. These services support employees, adults in custody, and other state agencies in strengthening the mission and vision of the department and the state.

Facilities Services

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

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

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

Distribution Services

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

Information Technology Services

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

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

Proposed New Laws That Apply to the Program Unit

The department's efforts to comply with the Federal PREA standards has impacted the workload and funding requests of the entire section. These standards will continue to be a challenge to fund and accomplish with current available resources.

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

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Fiscal Services	77 / 75.17		$15,266,629	$216,328	$0	$15,482,957
Facilities Services	33 / 33.00		$11,432,419	$528,950	$0	$11,961,369
Distribution Services	72 / 70.49		$9,554,409	$6,797,522	$0	$16,351,931
Information Technology Svcs	90 / 89.50		$21,146,425	$2,548,960	$0	$23,695,385
General Svcs Administration	3 / 3.00		$986,548	$18,665	$0	$1,005,213
Program Unit Total	275 / 271.16		$58,386,430	$10,110,425	$0	$68,496,855

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

			Revenue Sources			
Program Sub-Unit	Position /		General Fund	Other Funds	Federal Fund	Total Fund

	FTE					
Fiscal Services	75 / 74.67		$15,398,777	$0	$0	$15,398,777
Facilities Services	32 / 32.00		$11,171,287	$528,830	$0	$11,700,117
Distribution Services	71 / 69.99		$8,923,427	$6,797,522	$0	$15,720,949
Information Technology Svcs	88 / 87.50		$21,267,223	$765,288	$0	$22,032,511
General Svcs Administration	2 / 2.00		$620,270	$18,665	$0	$638,935
Program Unit Total	268 / 266.16		$57,380,984	$8,110,305	$0	$65,491,289

General Services Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%.

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

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided 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 Sources

General Fund	$1,338,845
Other Funds	23,750
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,338,845
Other Funds	23,750
Federal Funds	0
Total Funds	$1,362,595

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,338,845	-	-	-	-	-	1,338,845
Total Revenues	**$1,338,845**	**-**	**-**	**-**	**-**	**-**	**$1,338,845**
Personal Services							
Temporary Appointments	921	-	-	-	-	-	921
Overtime Payments	6,390	-	697	-	-	-	7,087
All Other Differential	6,193	-	2,313	-	-	-	8,506
Public Employees' Retire Cont	2,456	-	589	-	-	-	3,045
Pension Obligation Bond	121,928	-	18,181	-	-	-	140,109
Social Security Taxes	1,033	-	231	-	-	-	1,264
Unemployment Assessments	1,056	-	2	-	-	-	1,058
Mass Transit Tax	3,533	-	1,316	-	-	-	4,849
Vacancy Savings	1,195,335	-	421	-	-	-	1,195,756
Total Personal Services	**$1,338,845**	**-**	**$23,750**	**-**	**-**	**-**	**$1,362,595**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Care of Residents and Patients	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	1,338,845	-	23,750	-	-	-	1,362,595
Total Expenditures	**$1,338,845**	**-**	**$23,750**	**-**	**-**	**-**	**$1,362,595**
Ending Balance							
Ending Balance	-	-	(23,750)	-	-	-	(23,750)
Total Ending Balance	**-**	**-**	**($23,750)**	**-**	**-**	**-**	**($23,750)**

General Services Division

022 Phase-out Pgm & One-time Costs

Package Description

Purpose
This package includes the financial impact associated with phasing out programs, services, or legislative actions that were terminated during the 2013-15 biennium. This includes the elimination of one-time expenditures and/or reductions that were assumed in the 2013-15 budget. The General Services Division is phasing out a one-time reduction that was assumed in the 2013-15 biennium.

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$187,960
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$187,960
Other Funds	0
Federal Funds	0
Total Funds	$187,960

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	187,960	-	-	-	-	-	187,960
Total Revenues	**$187,960**	**-**	**-**	**-**	**-**	**-**	**$187,960**
Services & Supplies							
Instate Travel	7,163	-	-	-	-	-	7,163
Employee Training	12,372	-	-	-	-	-	12,372
Office Expenses	18,757	-	-	-	-	-	18,757
Telecommunications	49,850	-	-	-	-	-	49,850
Data Processing	48,002	-	-	-	-	-	48,002
Fuels and Utilities	21,693	-	-	-	-	-	21,693
Facilities Maintenance	12,309	-	-	-	-	-	12,309
Other Services and Supplies	12,049	-	-	-	-	-	12,049
Expendable Prop 250 - 5000	5,765	-	-	-	-	-	5,765
Total Services & Supplies	**$187,960**	**-**	**-**	**-**	**-**	**-**	**$187,960**
Total Expenditures							
Total Expenditures	187,960	-	-	-	-	-	187,960
Total Expenditures	**$187,960**	**-**	**-**	**-**	**-**	**-**	**$187,960**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$246,531
Other Funds	48,868
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$229,944
Other Funds	48,748
Federal Funds	0
Total Funds	$278,692

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	229,944	-	-	-	-	-	229,944
Total Revenues	**$229,944**	**-**	**-**	**-**	**-**	**-**	**$229,944**
Services & Supplies							
Instate Travel	10,397	-	820	-	-	-	11,217
Out of State Travel	194	-	-	-	-	-	194
Employee Training	5,039	-	31	-	-	-	5,070
Office Expenses	8,684	-	3,330	-	-	-	12,014
Telecommunications	56,940	-	-	-	-	-	56,940
Data Processing	31,982	-	265	-	-	-	32,247
Publicity and Publications	501	-	-	-	-	-	501
Professional Services	3,413	-	-	-	-	-	3,413
Attorney General	40,259	-	291	-	-	-	40,550
Employee Recruitment and Develop	188	-	-	-	-	-	188
Dues and Subscriptions	301	-	15	-	-	-	316
Fuels and Utilities	19,947	-	3,532	-	-	-	23,479
Facilities Maintenance	24,185	-	10,159	-	-	-	34,344
Food and Kitchen Supplies	146	-	14,081	-	-	-	14,227
Medical Services and Supplies	62	-	-	-	-	-	62
Other Care of Residents and Patients	1,101	-	2,239	-	-	-	3,340
Other Services and Supplies	10,728	-	13,279	-	-	-	24,007
Expendable Prop 250 - 5000	1,965	-	305	-	-	-	2,270

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,557	-	401	-	-	-	2,958
Total Services & Supplies	**$218,589**	**-**	**$48,748**	**-**	**-**	**-**	**$267,337**
Capital Outlay							
Telecommunications Equipment	1,996	-	-	-	-	-	1,996
Household and Institutional Equip.	7,666	-	-	-	-	-	7,666
Industrial and Heavy Equipment	376	-	-	-	-	-	376
Data Processing Software	583	-	-	-	-	-	583
Data Processing Hardware	734	-	-	-	-	-	734
Total Capital Outlay	**$11,355**	**-**	**-**	**-**	**-**	**-**	**$11,355**
Total Expenditures							
Total Expenditures	229,944	-	48,748	-	-	-	278,692
Total Expenditures	**$229,944**	**-**	**$48,748**	**-**	**-**	**-**	**$278,692**
Ending Balance							
Ending Balance	-	-	(48,748)	-	-	-	(48,748)
Total Ending Balance	**-**	**-**	**($48,748)**	**-**	**-**	**-**	**($48,748)**

General Services Division

032 Above Standard Inflation

Package Description

Purpose
This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. The General Services Division has above standard inflation factor applied to the Professional Services and Medical S&S object codes.

How Achieved
For 2015-17, the above standard inflation factor for Medical Services and Supplies is 1.7%, and non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$376
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Source

General Fund	$376
Other Funds	0
Federal Funds	0
Total Funds	$376

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	376	-	-	-	-	-	376
Total Revenues	**$376**	**-**	**-**	**-**	**-**	**-**	**$376**
Services & Supplies							
Professional Services	341	-	-	-	-	-	341
Medical Services and Supplies	35	-	-	-	-	-	35
Total Services & Supplies	**$376**	**-**	**-**	**-**	**-**	**-**	**$376**
Total Expenditures							
Total Expenditures	376	-	-	-	-	-	376
Total Expenditures	**$376**	**-**	**-**	**-**	**-**	**-**	**$376**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

040 Mandated Caseload

Package Description

Purpose
Mandated caseload changes included in this package are based on caseload changes for programs that are required by the federal government, the state constitution, or court actions. Mandated caseload costs include, but are not limited to, the cost of additional staff and operating costs required to operate these programs. The April 2014 Oregon Corrections Population Forecast published by the DAS Office of Economic Analysis is the basis for actions presented in this package in the Agency Request Budget. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

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

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

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$17,121
Other Funds	0
Federal Funds	0
Total Funds	$17,121

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$106,054
Other Funds	0
Federal Funds	0
Total Funds	$106,054

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	106,054	-	-	-	-	-	106,054
Total Revenues	**$106,054**	**-**	**-**	**-**	**-**	**-**	**$106,054**
Services & Supplies							
Office Expenses	6,455	-	-	-	-	-	6,455
Telecommunications	36,651	-	-	-	-	-	36,651
Data Processing	20,194	-	-	-	-	-	20,194
Professional Services	2,255	-	-	-	-	-	2,255
Attorney General	5,867	-	-	-	-	-	5,867
Fuels and Utilities	12,746	-	-	-	-	-	12,746
Facilities Maintenance	14,891	-	-	-	-	-	14,891
Other Services and Supplies	6,995	-	-	-	-	-	6,995
Total Services & Supplies	**$106,054**	**-**	**-**	**-**	**-**	**-**	**$106,054**
Total Expenditures							
Total Expenditures	106,054	-	-	-	-	-	106,054
Total Expenditures	**$106,054**	**-**	**-**	**-**	**-**	**-**	**$106,054**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

103 Staffing: New Initiatives & Existing Workload

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

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

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

Resource Conservation Management Coordinator
The purpose of this program is to carry out the internal policy development and various technical responsibilities necessary for the department to create and maintain an appropriate natural resource conservation program meeting the requirements of the state's Sustainability and Energy Conservation policies. The requirement for Sustainability and Energy Conservation programs are established in statute and rule. Establishing and staffing this program will provide an avenue for advising Department leadership on sustainability and conservation issues, and will assist the department in managing the portfolio of leased and owned facilities.

How Achieved
The establishment of one position in the General Services Division will enable the department to focus on applying best practices to the issue of resource conservation management.

Staffing Impact

Positions	1
FTE	1.00

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

Agency Balanced Budget

Revenue Sources

General Fund	$364,939
Other Funds	0
Federal Funds	0
Total Funds	$364,939

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact
This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: General Services Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-006-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
All Other Differential	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: General Services Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-006-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

104 CIS Replacement Project

Purpose
The Department of Corrections (DOC) seeks to replace the Corrections Information System (CIS) which was written as a Legacy iSeries COBOL application. After completing a vendor analysis and third-party assessment of buy versus build options, DOC has determined that the best approach is to proceed with the purchase of a vendor product. The scope of the effort includes: replacing existing functionality within the old CIS, adding functionality for an inmate electronic medical record, adding functionality for an inmate trust and canteen system, adding functionality for an inmate property control system, and replacing the Parole Board Management Information System (PBMIS), including adding functionality.

The CIS replacement project is anticipated to last for approximately five years. By July 1, 2017, a thorough Business Process Analysis will have been completed and business and system requirements will have been defined. A Request for Proposal (RFP) will be ready for release at this time. Costs represented in the 2015-17 biennium cover initial business analyst support for a gap analysis, requirements gathering, preparation for procurement, and development of an implementation plan for the 2017-19 biennium.

The business analysts will be responsible for:

- Guidance to stakeholders on devising effective and efficient approaches to achieve project objectives
- Help the business define and implement new business processes
- Liaison with other project efforts to coordinate interdependencies and resolve issues
- Gather and define business requirements
- Identify and resolve issues
- Help Project Manager manage project risk
- Produce quality documentation
- Mediation
- Managing customer relations

The budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3s, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7s, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as limited duration.

How Achieved

Procurement of a vendor solution in a phased approach: Phase 1 covers the 2015-17 biennium and includes gap analysis, preparation for procurement of system, and implementation planning. Phase 2 covers the 2017-19 biennium and should include procurement and implementation of the system product.

Staffing Impact

Positions	8	(Limited Duration)
FTE	8.00	

Quantifying Results

The CIS is essential to the Department's ability to promote public safety by supporting all Department functions that are necessary for offender management, case management, and sentence management. The new CIS Replacement project provides the Department of Corrections with a unique opportunity to accomplish several strategic initiatives with a single project (Electronic Medical Record, Trust/Canteen, and Inmate Property Control). The success of this package will be defined by having a Request For Proposal ready by July 1, 2015.

Agency Request Budget

Revenue Sources

General Fund	$0	
Other Funds	2,000,000	(Bonds)
Federal Funds	0	
Total Revenue	$2,000,000	

Governor's Balanced Budget

Revenue Sources

General Fund	$2,000,000
Other Funds	0
Federal Funds	0
Total Funds	$2,000,000

2017-19 Impact

BUDGET NARRATIVE

This package funds limited duration positions that will expire at the end of the 2015-17 biennium. There are cost implications for 2017-19 that will result from the study that is funded by this package, however, those costs are not known at this time. This package was shifted from Other Funds in the Agency Request Budget to General Fund in the Governor's Balanced Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 104 - CIS Replacement Project

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,000,000	-	-	-	-	-	2,000,000
General Fund Obligation Bonds	-	-	-	-	-	-	-
Total Revenues	**$2,000,000**	**-**	**-**	**-**	**-**	**-**	**$2,000,000**
Personal Services							
Class/Unclass Sal. and Per Diem	1,032,504	-	-	-	-	-	1,032,504
Empl. Rel. Bd. Assessments	352	-	-	-	-	-	352
Public Employees' Retire Cont	201,647	-	-	-	-	-	201,647
Social Security Taxes	78,984	-	-	-	-	-	78,984
Unemployment Assessments	1,857	-	-	-	-	-	1,857
Worker's Comp. Assess. (WCD)	552	-	-	-	-	-	552
Mass Transit Tax	6,195	-	-	-	-	-	6,195
Flexible Benefits	244,224	-	-	-	-	-	244,224
Total Personal Services	**$1,566,315**	**-**	**-**	**-**	**-**	**-**	**$1,566,315**
Services & Supplies							
Instate Travel	12,584	-	-	-	-	-	12,584
Office Expenses	58,136	-	-	-	-	-	58,136
Data Processing	4,904	-	-	-	-	-	4,904
IT Professional Services	303,365	-	-	-	-	-	303,365
Other Services and Supplies	9,712	-	-	-	-	-	9,712
Expendable Prop 250 - 5000	24,392	-	-	-	-	-	24,392

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 104 - CIS Replacement Project

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	20,592	-	-	-	-	-	20,592
Total Services & Supplies	**$433,685**	**-**	**-**	**-**	**-**	**-**	**$433,685**
Total Expenditures							
Total Expenditures	2,000,000	-	-	-	-	-	2,000,000
Total Expenditures	**$2,000,000**	**-**	**-**	**-**	**-**	**-**	**$2,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							8
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**8**
Total FTE							
Total FTE							8.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**8.00**

General Services Division

105 Inmate Thin-Client Network Replacement

Purpose
DOC has established an Inmate Thin Client Network to provide educational and law library services to adults in custody. These services are provided statewide at every DOC institution/facility per ORS 421.084 and OAR 291-139-0020. The agency currently has 21 servers on the inmate network: two are used for the law library and word processing (legal documents), five are used for IT functions to support the domain, and 14 are used for education.

DOC IT Services maintains, monitors, and repairs the critical system infrastructure, which is at high risk of failure due to its aging hardware. The Inmate Network's software need has also outgrown the existing old hardware and is therefore experiencing lag time, timeouts, and on occasion cannot be upgraded because of incompatibility issues.

DOC is requesting $623,175 for a critical in-place Inmate Thin-Client Network domain replacement.

Regarding urgency, the thin clients are considered frail and have passed their 'expiration date,' and this reliability risk leaves the agency vulnerable to not adequately providing for a significant constitutional mandate around confinement.

How Achieved
DOC estimates that to establish an Inmate Thin Client Network that effectively meets the mandates and requirements of ORS 421.084 and OAR 291-139-0020, it will require the following investments.

Hardware		**Quantity**	**Total with SA**
Physical Servers Hardware		16	$ 154,794
Server 2012 Standard, Datacenter		16	$ 30,039
SQL Server Standard	$ 2,667	6	$ 16,002
Device CALs	$ 31	600	$ 18,492
RDS CALs (Remote Access)	$ 73	600	$ 43,848
Subtotal			$ 263,175
Workstations Hardware (Thin Clients)	$ 60	600	$ 360,000
Total			**$ 623,175**

Staffing Impact
No Impact; existing DOC FTE resources are utilized.

Quantifying Results
The quantifying results will be a fully functional system that meets the mandates and requirements of ORS 421.084 and OAR 291-139-0020.

Agency Request Budget

Revenue Source

Other Funds	$623,175

Governor's Balanced Budget

Revenue Sources

General Funds	$0
Other Funds	623,175
Federal Funds	0
Total Funds	$623,175

This package was removed in the Governor's Balanced Budget.

2017-19 Impact
The 2017-19 fiscal impact will be the on-going debt service requirement that continues forward from this investment in information technology.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 105 - Inmate Thin-Client Network Replacement

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	623,175	-	-	-	623,175
Total Revenues	**-**	**-**	**$623,175**	**-**	**-**	**-**	**$623,175**
Services & Supplies							
IT Expendable Property	-	-	360,000	-	-	-	360,000
Total Services & Supplies	**-**	**-**	**$360,000**	**-**	**-**	**-**	**$360,000**
Capital Outlay							
Other Capital Outlay	-	-	263,175	-	-	-	263,175
Total Capital Outlay	**-**	**-**	**$263,175**	**-**	**-**	**-**	**$263,175**
Total Expenditures							
Total Expenditures	-	-	623,175	-	-	-	623,175
Total Expenditures	**-**	**-**	**$623,175**	**-**	**-**	**-**	**$623,175**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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
1500131	MMS X7008 IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	6,663.00	159,912				159,912
								74,105				74,105
1500132	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500133	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500134	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500135	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	02	2,907.00	69,768				69,768
								49,604				49,604
1500136	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	02	5,516.00	132,384				132,384
								66,622				66,622
1500137	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,236.00	125,664				125,664
								64,796				64,796
1500138	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,236.00	125,664				125,664
								64,796				64,796
		TOTAL PICS SALARY						1,032,504				1,032,504
		TOTAL PICS OPE						525,759				525,759
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	8	8.00	192.00			1,558,263				1,558,263

General Services Division

110 Technology Infrastructure

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

- General Services Division: 5 Pos., 3.00 FTE, General Fund: $2,363,664
- Central Administration Division: 0 Pos., 0.00 FTE, General Fund: $280,000
- Offender Management and Rehabilitation Division: 0 Pos., 0.00 FTE, General Fund: $198,000
- Total Package: 5 Pos., 3.00 FTE, General Fund: $2,841,664

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

How Achieved
DOC is proposing a series of upgrades that will position DOC to begin to take advantage of efficiencies from technology. Those impacting the General Services Division include:

- **Payroll Document Imaging System (Oregon Records Management Solution)**
  Due to the current technology of Payroll Systems, the amount of paper documents required to be maintained is huge. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. DOC maintains over 60 5-drawer file cabinets around the state for payroll records. DOC would like to incorporate the system used by Secretary of State (Oregon Records Management Solution) to image, file and archive payroll records. DOC will need two clerical support positions to scan back records for approximately 6 months to start up. Two positions / 0.50 FTE are requested.

- **Warehouse Management Barcode System**
  Warehouse Management Systems (WMS) are an integral part of a warehousing business. Barcode visibilities are essential for all

stages of operations. Barcodes accurately identify raw materials, manage inventory, and direct shipments. The goal of a warehouse is to control the movement and storage of goods in the most efficient manner. Software driven warehouse management solutions allow real-time data capture, automation and printing technologies into the warehouse infrastructure. DOC currently carries out all warehouse functionalities manually on paper. Manual processes create room for errors, lack of speed and limited visibility into the inventory system. The speed and volume of products that a warehouse can process is greatly increased with a fully integrated software and hardware solution. We are requesting a Warehouse Management System that is integrated with our current accounting system. Requested is one position and 0.50 FTE.

- **Sharepoint Intranet and Collaboration Tool**
  DOC does not have a coordinated solution for communicating within the agency and for collaborating with our partners. Sharepoint functionality will allow DOC to improve:
  - Communications within DOC (intranet)
  - Providing central locations to find common information
  - Providing research tools to locate common information
  - Coordination of meetings
  - Managing documents and document versions
  - Collaborating on projects and decisions
  - Improving the quality of business data/information
  - Collaborating with external community and other partners (extranet)
  - Reducing duplicate business forms

  This package requests $876,000 for the 2015-17 biennium and $254,000 in the 2017-19 biennium to develop and deploy an enterprise wide SharePoint system. No positions / FTE are required. This will include:
  - 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

- **AS/400 Modernization**
  Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser. Modernization is in part accomplished by purchasing new software tools. Modernization includes access to both the CIS (offender system) and

AFMIS (accounting) systems with a web browser replacing the current 5250 green screens. The cost is $786,688 and will include software tools, configuration, and training and two Information Systems Specialist 7 positions. Requested FTE is 2.00.

Staffing Impact

Positions:	5
FTE:	3.00

Quantifying Results

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

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

Agency Request Budget

Revenue Sources

General Fund	$2,363,664*

*Payroll Document Imaging	69,994
WHSE Mgt Barcode System	630,982
SharePoint	876,000
AS400 Modernization	786,688
Total	$2,363,664

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	

BUDGET NARRATIVE

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Technology Infrastructure

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
IT Professional Services	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Technology Infrastructure

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Software	-	-	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

111 Staff Enhancements to Address Workload

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

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

Purpose
Package 111 is to restore position authority in targeted areas of need within the department relating to Federal compliance, Grants funding, and other key functions within the DOC. Below is the specific position being requested for the General Services Division.

Facilities Construction Staff
The Facilities Services Section is responsible for establishing and maintaining working relationships with various governmental partners and for carrying out the various policy development and technical responsibilities necessary for the department to create and maintain facilities with capacity for appropriate program delivery. The technical responsibility of Facilities Services is managing the department's real property portfolio including planning, building, upgrading, and maintaining agency-owned facilities, developing policies regarding code compliance, and other facility issues, while ensuring that correctional environments are appropriate for delivery of programs in compliance with federal and state statute and case law. Facilities Services supports established correctional institutions by initiating and maintaining local government and public involvement throughout the life of correctional facilities, advising department leadership on property and facility management issues, advising department leadership on pertinent land use and governmental joint powers issues, and managing the portfolio of leased and owned facilities for the department.

The positions within Facilities Services fulfill an ongoing, recurring need to manage and track the progress of construction, repair, and improvement projects and provide administrative oversight of agency wide maintenance programs administered by the section. This essential position is a Principal Executive Manager F that directly supports the successful administration of agency real property and maintenance management programs. The most appropriate funding source for this position is General Fund.

How Achieved

Facilities Construction Staff

Establishing this position in General Fund will support long term management and oversight of the department's real property and maintenance programs in compliance with statutes, administrative rules, and departmental policies.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

Facilities Construction Staff

The agency will be able to maintain continuity in the administration of maintenance and improvement programs and in our response to various land use issues (leases, easements, disposal of property determined to be surplus, etc.).

Agency Request Budget

Revenue Sources

General Fund	$349,189
Other Funds	0
Federal Funds	0
Total Funds	$349,189

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: General Services Division**

Pkg: 111 - Staff Enhancements to Address Workload | **Cross Reference Number: 29100-006-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

General Services Division

119 DAS VOIP Telephony Upgrade

Agency Overview
Policy Option package 119 seeks to address issues related to Voice-Over Internet Protocol (VOIP) and infrastructure upgrades throughout several divisions within the Department of Corrections. There are no personnel actions taken as part of this policy package. Below is the Agency Request Budget impact summary. Please see division-specific narrative for more detail.

- Capital Construction: 0 Pos., 0.00 FTE, Other Funds: $12,246,698
- General Services Division: 0 Pos., 0.00 FTE, General Fund: $1,469,799
- Total Package: 0 Pos., 0.00 FTE, Total Funds: $13,716,497

Purpose
The Department of Administrative Services (DAS) is seeking a new telephony solution for all state agencies. The planned solution will transition the state out of the telephone business with all telephone services provided by the selected vendor. To accomplish this change from analog to digital telephony, DOC will need to upgrade nearly all its infrastructure from CAT 3 to new CAT 6, fiber, and pathway infrastructure to support VOIP. In some cases this upgrade will be required to be accomplished in 20-, 50-, or 100-year-old buildings, incurring significant costs for new conduit and wire installation and abatement of asbestos-containing building materials. Additionally, all of the old switches and handsets will no longer be functional and will require replacement. This planned solution will result in direct billing for telephone services to the agency and an increase in monthly telephone charges.

How Achieved
Approximately $12.2 million of infrastructure will be incurred as a one-time Capital Outlay to be financed with XI-Q bonds. Most of this will be Cat 6 cable, fiber, and pathway infrastructure, as well as network racking and termination. Additionally, ongoing General Fund telecommunications costs will increase by approximately $1.5 million per biennium.

Staffing Impact
Positions: 0
FTE: 0.00

Quantifying Results
The agency telephones will be compatible with the State's VOIP telephony system and fully supported by the contracted vendor.

Agency Request Budget

Revenue Sources

General Fund	$1,469,799
Other Funds	0
Federal Funds	0
Total Funds	$1,469,799

Governor's Balanced Budget

Revenue Sources

General Fund	$1,469,799
Other Funds	0
Federal Funds	0
Total Funds	$1,469,799

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

The General Fund portion of this package will become part of the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 119 - DAS VOIP Telephony Upgrade

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,469,799	-	-	-	-	-	1,469,799
Total Revenues	**$1,469,799**	**-**	**-**	**-**	**-**	**-**	**$1,469,799**
Services & Supplies							
Telecommunications	1,469,799	-	-	-	-	-	1,469,799
Total Services & Supplies	**$1,469,799**	**-**	**-**	**-**	**-**	**-**	**$1,469,799**
Total Expenditures							
Total Expenditures	1,469,799	-	-	-	-	-	1,469,799
Total Expenditures	**$1,469,799**	**-**	**-**	**-**	**-**	**-**	**$1,469,799**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-006-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Charges for Services	4,764,566	5,664,954	5,664,954	3,574,438	3,574,438	-
Rents and Royalties	237,693	207,225	207,225	267,865	267,865	-
General Fund Obligation Bonds	-	-	-	2,623,175	623,175	-
Sales Income	653,843	580,111	580,111	511,196	511,196	-
Loan Repayments	-	33,556	33,556	34,563	34,563	-
Other Revenues	148,757	1,746,700	1,746,700	2,200,001	2,200,001	-
Total Other Funds	**$5,804,859**	**$8,232,546**	**$8,232,546**	**$9,211,238**	**$7,211,238**	**-**

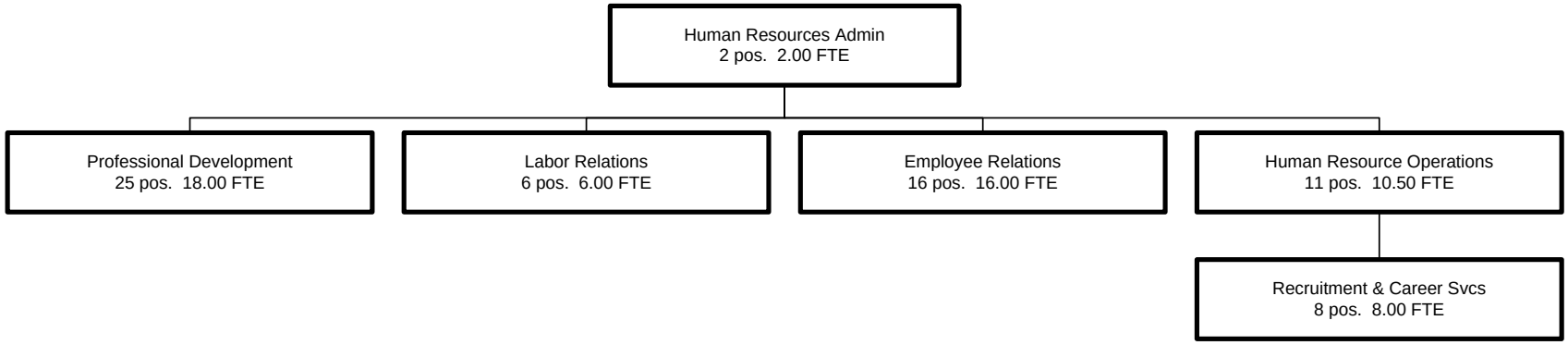
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Commissary sales	Other	0410	$4,764,566	$5,664,954	$6,365	$3,574,438	$3,574,438	$0
Warehouse space rental; land, building and cell tower leases	Other	0510	237,693	207,225	270,667	267,865	267,865	0
General Fund Obligation Bonds	Other	0555	0	0	0	2,623,175	623,175	0
Secure ID token sales; Oregon Youth Authority food sales; land, pallet, scrap metal and surplus asset sales	Other	0705	653,843	580,111	410,033	511,196	511,196	0
Loan Repayments	Other	0925	0	33,556	0	34,563	34,563	0
Other Revenues	Other	0975	148,757	1,746,700	1,000	2,200,001	2,200,001	0
Federal Funds	Federal	0995	0	0	0	0	0	0

OREGON DEPARTMENT OF CORRECTIONS

Human Resources Division Organizational Chart

2013-15 Current Legislatively Approved Budget

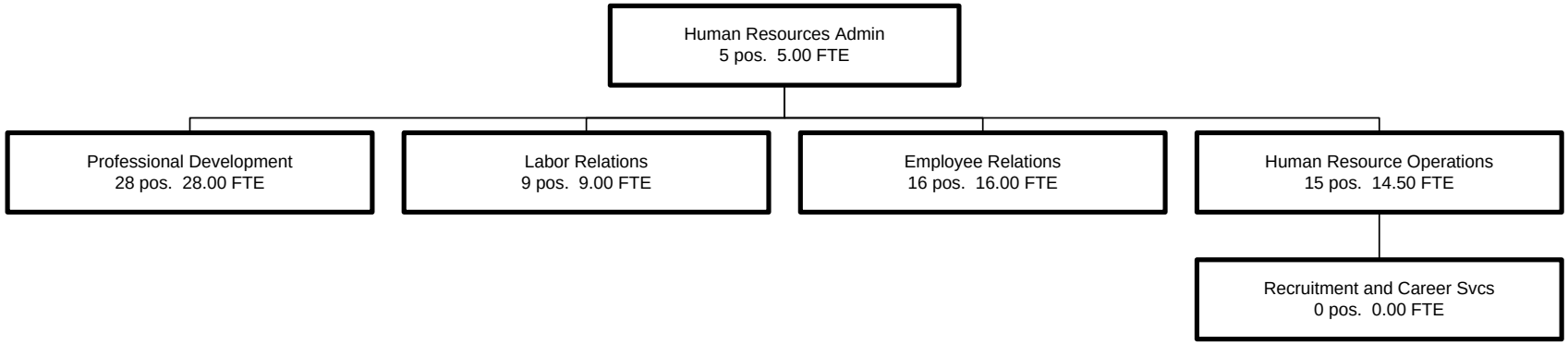


Total Positions: 68
FTE: 60.50

OREGON DEPARTMENT OF CORRECTIONS

Human Resources Division Organizational Chart

2015-17 Agency Request Budget

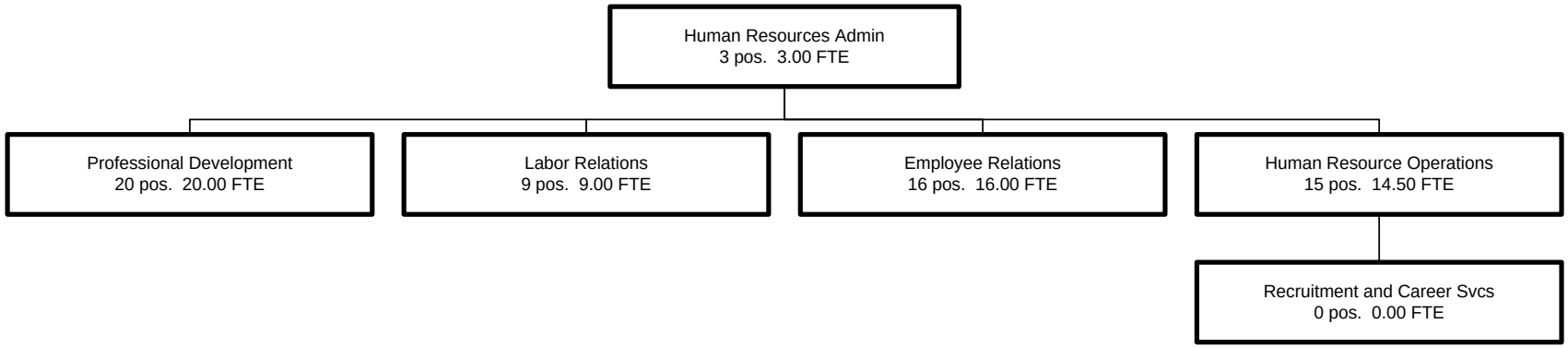


Total Positions: 73
FTE: 72.50

OREGON DEPARTMENT OF CORRECTIONS

Human Resources Division Organizational Chart

2015-17 Governor's Balanced Budget



Total Positions: 63
FTE: 62.50

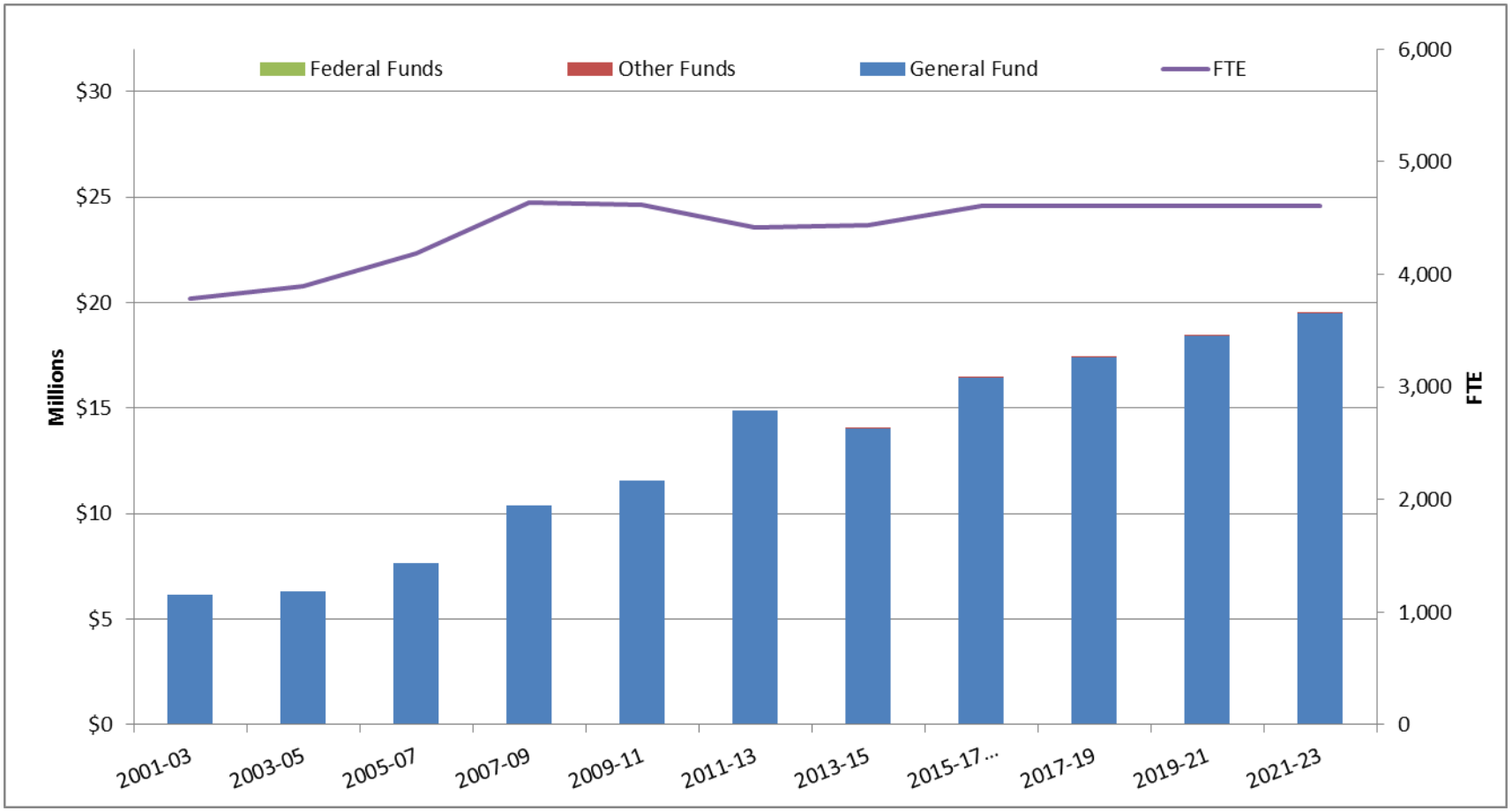
Human Resources

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety

b. Primary Program Contact: Christine Popoff, Assistant Director for Human Resources

c. Total Funds Budget



d. Program Overview

The Human Resources (HR) Division is responsible for all aspects of employee services including employee and labor relations, recruitment, personnel records, Federal Medical Leave Act (FMLA)/Oregon Family Leave Act (OFLA) management, training and professional development, classification and compensation. The HR Division is a centralized unit within the Department of Corrections (DOC); however, some employees are out-stationed at institutions outside of Salem to provide direct services at the worksite.

The HR Division is administered centrally and, where determined most effective, staff are deployed at the institutions as an integral part of the institution operations. The central human resources program office provides the resources that cannot cost-effectively be duplicated at the institutions. These include recruitment and career services, staff training administration, classification/compensation, personnel records, and labor relations.

e. Program Funding Request

In the Agency Request Budget, this program is requesting $16,441,688 to continue providing Human Resources services and support to DOC's 14 institutions and 4,600 employees. This request includes funding for the following Policy Option Packages which are described in detail later in the document.

- Policy Package 102 – Staff Wellness (Eliminated in Governor's Balanced Budget)
- Policy Package 103 – Staffing: New Initiatives & Existing Workload (Eliminated in Governor's Balanced Budget)
- Policy Package 118 – Intermediate/Advanced Certification Training (Eliminated in Governor's Balanced Budget)

f. Program Description

The Human Resources Division delivers all aspects of employee services including employee and labor relations, recruitment, personnel records, FMLA/OFLA management, staff training and development, and classification and compensation to a 24/7, statewide workforce of 4,600 employees. The division is structured under an Assistant Director who oversees four work units: Employee Relations, the Professional Development Unit, Labor Relations, and HR Operations, which includes Recruitment and Background Investigations, Classification and Compensation, FMLA/OFLA, and Personnel Records.

The primary cost driver for the Human Resources Division is personnel services. Providing services to 4,600 employees statewide requires effective deployment of resources, in this case, people. Human Resources Managers each have multiple areas of oversight: Recruitment provides services and support to all hiring managers across the state; Labor Relations bargains and manages five collective bargaining agreements and responds to more demands-to-bargain than all other state agencies

combined; and FMLA/OFLA staff responds to the needs of employees department-wide, at times during their most frightening moments.

As a means to create savings for other work units, the Human Resources Division provides HR support to the Parole Board, the Criminal Justice Commission (CJC), and Douglas and Linn County Parole and Probation offices.

g. Program Justification and Link to 10-Year Outcome

DOC's top agency initiative is to increase the health of its workforce through coordinated efforts around staff wellness. Driving this goal is current research released by OHSU and PSU regarding the physical and mental health of correctional staff, the correctional officer series in particular. The diminished health and life span of those working in public safety is well documented; however, it is only recently that studies have focused on those who work in corrections. Prior studies have focused on fire fighters and police officers, and while the professions share many common characteristics, corrections officers are at increased risk for many health-related issues that increase their stress and decrease their overall health and lifespan.

The environment in which most employees work – correctional institutions – presents significant risks and challenges in the areas of personal and occupational safety. DOC has to establish an effective means of coordinating statewide safety initiatives and legal mandates with the 2012 loss of its safety program. Local safety committees have been able provide minimal assistance to institutions and work units, and a coordinated effort simply does not exist. We are currently researching automation updates to improve our ability to maintain documentation, MSD data, and to assist with job task analyses. Yet, this cannot replace an experienced program administrator who would work closely with OR-OSHA, DEQ, DAS Risk Management, and SAIF. As identified by the agency's CORE goals, staff and inmate safety are the basis of every operating and sub process.

This profession is ever-evolving and the demands on those in it, every increasing. From federal PREA standards to intermediate and advanced certifications requirements, the need for continuous staff training and development continues to increase. The Professional Development Unit will increase the variety of training it offers to ensure staff is current with all state, federal, and department-mandated training, and hopes to increase training in the areas of management and leadership.

h. Program Performance

Corrections Officer Health: According to Dr. Kerry Kuehl, Professor of Medicine at OHSU, heart disease is still the number one killer of correctional officers. In the initial study conducted within Oregon prisons, the OHSU team found correctional officers are at an increased risk for metabolic syndrome:

Survey of Oregon Correctional Officers (N=220)					
Type of Prison	**Minimum Security**	**Minimum Security**	**Medium Security**	**Maximum Security**	***P (anova)***
Years at Job	12.8(1.4)	13.6(1.7)	13.5(1.3)	13.2(.78)	0.98
Weight (lbs)	206(9)	199(14)	213(6)	223(4)	0.10
Work Stress	3.1(0.4)	3.2(0.3)	3.5(0.3)	**4.3(0.2)**	**0.01**
Alcohol Intake	1.5(0.2)	1.8(0.3)	**2.1(0.2)**	**2.5(0.1)**	**0.04**
Concern about Alcohol Intake	1.0(0)	1.1(0.1)	**1.5(0.1)**	**1.9(0.1)**	**0.008**
Missed work days	1.4(0.7)	1.2(0.2)	1.6(0.1)	1.8(0.1)	0.10

The following chart reflects the before and after statistics of DOC staff who participated in the initial OHSU study. Other than standard medical attention provided by Dr. Kuehl as required of his profession when confronted with the concerns regarding high blood pressure and potential diabetes, the control group did not receive any interventions. In contrast, the intervention group was grouped into teams of four to six staff who met for 12, 30-minute sessions before, during, or after their shifts. The teams followed a scripted lesson plan and completed exercises in workbooks on topics including nutrition, exercise, sleep, stress, substance use, work-family conflict, resiliency, MRSA exposure, and injury prevention. The staff who participated in the intervention demonstrated statistically significant improvements to their risks of metabolic syndrome:

6 Months Preliminary Results (N=81)

	Control Group		Intervention	
Variable	*Baseline*	*6 month follow up*	*Baseline*	*6 month Follow up*
BMI^	31.45 (5.26)	31.61 (5.09)	32.72 (5.65)	31.08 (5.14)
Percent Fat (BIA)*	32.07 (9.11)	32.63 (8.36)	32.70 (8.26)	29.92 (9.94)
Waist to hip ratio	.92 (.09)	.92 (.08)	.92 (.08)	.90 (.08)
Systolic BP (mmHg)^	125.55 (12.35)	123.43 (11.38)	123.92 (12.97)	118.97 (13.93)
Diastolic BP (mmHg)*	79.20 (9.86)	79.23 (9.12)	78.92 (9.75)	74.67 (9.74)
Total Cholesterol (mg/dl)*	188.90 (33.58)	188.00 (26.01)	190.47 (41.24)	181.63 (35.79)
LDL (mg/dl)	100.37 (25.20)	99.42 (25.57)	111.34 (33.97)	106.41 (32.09)
HDL (mg/dl)	51.10 (14.92)	46.94 (12.47)	46.14 (16.76)	46.90 (14.483)
Triglycerides (mg/dl)	207.05 (145.96)	181.06 (97.94)	195.66 (155.86)	181.80 (110.78)
Glucose (mg/dl)	101.60 (24.85)	98.68 (13.60)	104.50 (26.64)	101.23 (27.88)
Physical Activity ^ (days per week)	2.25 (1.45)	2.31 (1.38)	2.56 (1.77)	3.32 (1.51)
Avg Serving of F&V*	5.65 (5.04)	5.33 (5.25)	5.29 (4.36)	7.12 (5.43)
Healthy eating habits	3.88 (1.19)	4.15 (1.08)	3.67 (1.51)	4.27 (1.24)
Depression score	2.32 (.57)	2.41 (.53)	2.14 (.61)	2.40 (.56)
Perceived stress	3.58 (.60)	3.65 (.56)	3.69 (.72)	3.82 (.60)

*Indicated statistically significant program effect of group $p<0.05$

^Indicates marginally significant program effect of group $p<0.10$

Safety: The following data, provided by SAIF, reflects the number of workers compensation claims filed by DOC employees, the total number of time loss days paid as a result of the claims, and the total cost of claims by year since 2005.

7/1/05-6/30/06	432 Claims	6890 time loss days paid	Claim cost	$3,441,519
7/1/06-6/30/07	394 Claims	7374 time loss days paid	Claim cost	$3,949,138
7/1/07-6/30/08	374 Claims	6143 time loss days paid	Claim cost	$2,597,892
7/1/08-6/30/09	318 Claims	7832 time loss days paid	Claim cost	$3,915,194
7/1/09-6/30/10	296 Claims	6319 time loss days paid	Claim cost	$2,941,734
7/1/10-6/30/11	353 Claims	3484 time loss days paid	Claim cost	$1,970,225
7/1/11-6/30/12	339 Claims	5092 time loss days paid	Claim cost	$3,526,072
7/1/12-6/30/13	320 Claims	3044 time loss days paid	Claim cost	$1,876,293
7/1/13-6/30/14	334 Claims	2507 time loss days paid	Claim cost	$1,728,062

Snake River Correctional Institution (SRCI) recently requested an information safety consultation from DCBS. In a report received on June 10, 2014, SRCI was informed an official audit would have resulted in fines totaling between $7,200 and $24,000. Specifically, the Occupational Safety Consultant made the following recommendations that a centralized and experienced Safety Program Administrator would proactively address and apply to all work areas within DOC.

- SRCI needs to address its increasing injury rate. In 2011, their DART rate (days away from work, days of restricted work activity or job transfer) was 1.46; in 2012 it increased to 2.56; and in 2013 it multiplied to 3.90. While no immediate cause was identified, the consultant emphasized it is a trend that must be investigated and reversed.
- All institutions need to make a move from MSDS to the Globally Harmonized System of Classification and Labeling of Chemicals (GHS).

The department's ability to minimize claims and prevent on-the-job injuries directly relates to the overall safe operations of prisons, staff safety and wellness, and the budget bottom line. Moreover, as a single employer, repeated violations present not only a safety and risk reality, they also result in fines being increased by discovery. A lack of a qualified experienced, and centralized Safety Program Administrator increases costs, risks, injury rates, and premiums.

Intermediate and Advance Certifications: An intermediate DPSST certification results in a 3 percent differential for employees, and an advanced DPSST certification results in an additional 3 percent differential for a total of 6 percent added to an employee's base pay. As of today, the following number of staff will require some training, in addition to any department-mandated training, in order to be eligible to earn their intermediate and advance DPSST certifications.

2,503		Security Series Staff
881		Security Receiving 6 percent
1,622		**Security Not Receiving 6 percent**

To provide additional training to more than 25 percent of DOC staff requires the creation and provision of training that exceeds current staffing and resource levels.

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

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Leave without pay	Percentage of staff entering Leave Without Pay per month (or more)	80%	9.60%	10.55%	9.30%
Wellness	Percentage of eligible staff who participate in HEM	90%	56.90%	56.90%	56.90%
Hiring	Percentage of staff who successfully complete trial service	95%	96.3%	94.6%	96.0%
Annual Training	Percentage of staff who attended some training	100%	92.10%	64.60%	89.77%
Labor Relations	Percentage of grievances resolved prior to arbitration	95%	93.9%	94.0%	93.9%

i. Enabling Legislation/Program Authorization

The Human Resources Division mainly follows DOC and DAS HRSD policies, as well as the Americans with Disabilities Act, FMLA/OFLA, and FLSA. The main DOC policies that apply to HR are:

- 20.1.1 Mission, Vision, and Values
- 20.1.2 Code of Ethics
- 20.1.3 Code of Conduct
- 20.1.4 Compliance with the Federal Gun Control Act of 1968
- 20.1.5 Essential Functions of DPSST Certifiable Positions
- 20.2.2 Pay Practices
- 20.3.1 Position Management
- 20.4.1 Equal Employment Opportunity and Affirmative Action
- 20.4.5 Recruitment and Selection Process
- 20.5.16 ADA and Reasonable Accommodation
- 20.5.17 Management and Injured Workers
- 20.6.1 Promotion and Maintenance of a Respectful Workplace
- 20.7.1 Staff Training and Development
- 20.7.6 Basic Corrections Course

j. Describe the various funding streams that support the program

The Human Resources Division is 99.9% funded by the General Fund with a small portion of other funds.

k. Describe how the 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

Within Current Service Level, the Human Resources Division will continue to provide all facets of employee services to DOC, the Parole Board, CJC, and the Linn and Douglas County Parole and Probation offices.

The primary change for Human Resources Division is the request of three Policy Option Packages requesting positions to support the priority of staff wellness, to recreate a centralized safety program, and to address a change in certification requirements instituted by DPSST that impacts more than 25 percent of DOC staff.

Program Unit Narrative

Employee Relations

Employee Relations provides human resources advice, guidance, and training; oversees the application of five collective bargaining agreements; responds to BOLI/EEOC/Tort investigations; conducts administrative personnel investigations and works cooperatively with DOC's Special Investigations Unit on investigations that may be criminal; and administers the Early-Return-to-Work program for employees injured on the job.

Professional Development

The Professional Development Unit provides the DPSST-certified Basic Corrections Course (BCC) to new security employees, New Employee Orientation to new employees not assigned to the correctional series, and annual in-service to all DOC employees; identifies and trains adjunct trainers; maintains all employee training records for promotional, legal, and certification purposes; and develops and provides curriculum as needed and/or required by the department to increase the performance and profession of its employees.

Labor Relations

Labor Relations manages and negotiates five collective bargaining agreements in the department; works cooperatively with labor organizations to enhance labor-management relationships across the department; responds to grievances, unfair labor practice filings, and demands-to-bargain; provides arbitration preparation and litigation support; reports agency statistics related to retirements, differentials, and administrative leave to name a few; maintains personnel files for all DOC employees; processes position-related actions in the Position Personnel Database System (PPBD); and, in cooperation with DAS, maintains the Position Inventory Control System (PICS). Staff in Labor Relations work closely with DAS Labor Relations staff, DOJ, ERB, and local labor representatives.

Human Resource Operations

Human Resources Operations manages statewide recruitment activities to provide a diverse and qualified workforce; conducts background investigations for all security-series applicants; ensures consistency in agency position management and employee compensation; participates in and implements DAS classification studies and strategic initiatives; ensures adherence to state and federal leave laws and associated benefits; and maintains DOC employee medical files.

The four work units detailed above operate in a challenging recruitment environment. Outside the Willamette Valley, recruitment challenges continue to exist especially in the areas of mental health and health services. In addition, DOC is working to recruit more women and minorities in order to cultivate a more diverse workforce. DOC embraces diversity as a core value, and one way to demonstrate that commitment is to find ways to increase diversity in recruitment, and to provide training and educational opportunities that will assist us the agency in its efforts to become more culturally aware. DOC is also working on ways to connect to avenues that allow for the hiring of veterans.

Adding to recruitment challenges is retention. In fact, 42 percent of DOC employees are eligible to retire within five years; 33 percent of DOC employees are eligible to retire today. This is concerning because experience and institution knowledge are difficult things to replace. For DOC, retention almost always includes promotion because there are unique challenges in bringing someone from another agency or the private sector into a management structure within a prison. However, promoting (especially into management) is becoming less attractive to many people because of salary compression, the removal of restoration rights, and the risk of being an at-will employee. The agency is formulating a plan to address these and other recruitment and retention issues.

In 2012, the U.S. Department of Justice released its federal PREA standards. Since the publication of the final standards, DOC has been working to become compliant at each of its 14 facilities and preparing for the audits. This federal law significantly impacts HR in the following ways:

- The standards require criminal background checks on all employees and contractors who may have contact with adults in custody, as well as establish the training standard for all employees, including gender-based inmate interactions.
- The standards require increased documentation and retention schedules around PREA-specific allegations.
- The standards require the use of specially-trained investigators for agency-led investigations in allegations of sexual abuse and harassment, including all anonymous complaints.

The loss of DOC's safety program in 2012 has not lessened the department's commitment to the health and wellness of its employees, but it has made the provision of consistent programs and access to wellness activities a challenge. Employee wellness is important not just for the individual, but also for the agency. When an agency shows a commitment to its employees and invests in their health and well-being, it provides for a more productive and motivated team. Conversely, it can have negative impacts in the form of extensive sick leave and low productivity.

Proposed New Laws That Apply to the Program Unit

Not applicable for HR at this time.

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

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Human Resources Administration	5 / 5.00		$1,763,290	$0	$0	$1,763,290
Professional Development	28 / 28.00		$6,012,286	$5,150	$0	$6,017,436
Employee Relations	16 / 16.00		$3,861,830	$0	$0	$3,861,830
Recruitment & Career Services	0 / 0.00		$200,549	$0	$0	$200,549
Labor Relations	9 / 9.00		$1,766,235	$0	$0	$1,766,235
Human Resource Operations	15 / 14.50		$2,832,348	$0	$0	$2,832,348
Program Unit Total	73 / 72.50		$16,436,538	$5,150	$0	$16,441,688

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

			Revenue Sources			
Program Sub-Unit	Position / FTE		General Fund	Other Funds	Federal Fund	Total Fund
Human Resources Administration	3 / 3.00		$1,308,474	$0	$0	$1,308,474
Professional Development	20 / 20.00		$4,627,270	$5,150	$0	$4,632,420
Employee Relations	16 / 16.00		$3,861,830	$0	$0	$3,861,830
Recruitment & Career Services	0 / 0.00		$200,549	$0	$0	$200,549

Labor Relations	9 / 9.00		$1,766,235	$0	$0	$1,766,235
Human Resource Operations	15 / 14.50		$2,832,348	$0	$0	$2,832,348
Program Unit Total	63 / 62.50		$14,596,706	$5,150	$0	$14,601,856

Revenue Sources and Proposed Revenue Changes

The Human Resources Division is 99.9% funded by the General Fund with a small portion of other funds. There are no changes proposed or planned.

Human Resources Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%.

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$29,467
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$29,467
Other Funds	0
Federal Funds	0
Total Funds	$29,467

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

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

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	29,467	-	-	-	-	-	29,467
Total Revenues	**$29,467**	**-**	**-**	**-**	**-**	**-**	**$29,467**
Personal Services							
Pension Obligation Bond	32,070	-	-	-	-	-	32,070
Unemployment Assessments	98	-	-	-	-	-	98
Mass Transit Tax	(6,624)	-	-	-	-	-	(6,624)
Vacancy Savings	3,923	-	-	-	-	-	3,923
Total Personal Services	**$29,467**	**-**	**-**	**-**	**-**	**-**	**$29,467**
Total Expenditures							
Total Expenditures	29,467	-	-	-	-	-	29,467
Total Expenditures	**$29,467**	**-**	**-**	**-**	**-**	**-**	**$29,467**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Human Resources Division

021 Phase-In

Package Description

Purpose
This package includes the financial impact associated with phasing in a full 24 months of the programs, services, or legislative actions that were begun during the 2013-15 biennium. Package 021 includes the added costs of programs above the 2015-17 Base Budget level, after adjustments are made for start-up costs or other one-time expenditures funded in 2013-15.

How Achieved
This package includes the financial impact (including inflation) for non-PICS Personal Services, Services & Supplies, Capital Outlay, and Special Payments accounts to provide for 24-month operation of positions and services brought on-line during the 2013-15 biennium. Inflation for these additional costs is also included in this package at the level prescribed by the DAS CFO.

Note: The position/FTE counts and the PICS financial impact of phased-in positions is included in the 2015-17 Base Budget as part of the automated budget development process. Only the incremental cost for the above mentioned non-PICS accounts is included in this package.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$18,665
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$18,665
Other Funds	0
Federal Funds	0
Total Funds	$18,665

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	18,665	-	-	-	-	-	18,665
Total Revenues	**$18,665**	**-**	**-**	**-**	**-**	**-**	**$18,665**
Services & Supplies							
Instate Travel	2,752	-	-	-	-	-	2,752
Office Expenses	12,716	-	-	-	-	-	12,716
Data Processing	1,072	-	-	-	-	-	1,072
Other Services and Supplies	2,125	-	-	-	-	-	2,125
Total Services & Supplies	**$18,665**	**-**	**-**	**-**	**-**	**-**	**$18,665**
Total Expenditures							
Total Expenditures	18,665	-	-	-	-	-	18,665
Total Expenditures	**$18,665**	**-**	**-**	**-**	**-**	**-**	**$18,665**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Human Resources Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$122,968
Other Funds	150
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$95,098
Other Funds	150
Federal Funds	0
Total Funds	$95,248

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	95,098	-	-	-	-	-	95,098
Total Revenues	**$95,098**	**-**	**-**	**-**	**-**	**-**	**$95,098**
Services & Supplies							
Instate Travel	2,898	-	-	-	-	-	2,898
Out of State Travel	148	-	-	-	-	-	148
Employee Training	3,798	-	-	-	-	-	3,798
Office Expenses	2,840	-	-	-	-	-	2,840
Telecommunications	141	-	-	-	-	-	141
Data Processing	915	-	-	-	-	-	915
Publicity and Publications	109	-	-	-	-	-	109
Professional Services	12,210	-	-	-	-	-	12,210
Attorney General	67,897	-	-	-	-	-	67,897
Employee Recruitment and Develop	1,324	-	-	-	-	-	1,324
Dues and Subscriptions	77	-	-	-	-	-	77
Fuels and Utilities	264	-	-	-	-	-	264
Facilities Maintenance	361	-	150	-	-	-	511
Medical Services and Supplies	374	-	-	-	-	-	374
Other Care of Residents and Patients	24	-	-	-	-	-	24
Other Services and Supplies	799	-	-	-	-	-	799
Expendable Prop 250 - 5000	145	-	-	-	-	-	145
IT Expendable Property	774	-	-	-	-	-	774
Total Services & Supplies	**$95,098**	**-**	**$150**	**-**	**-**	**-**	**$95,248**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	95,098	-	150	-	-	-	95,248
Total Expenditures	**$95,098**	**-**	**$150**	**-**	**-**	**-**	**$95,248**
Ending Balance							
Ending Balance	-	-	(150)	-	-	-	(150)
Total Ending Balance	**-**	**-**	**($150)**	**-**	**-**	**-**	**($150)**

Human Resources Division

032 Above Standard Inflation

Package Description

Purpose
This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. The Human Resources Division has above standard inflation factor applied to the Professional Services object code for required pre-employment examinations.

How Achieved
For 2015-17, the above standard inflation factor for Medical Services and Supplies is 1.7%, and non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,221
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,221
Other Funds	0
Federal Funds	0
Total Funds	$1,221

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,221	-	-	-	-	-	1,221
Total Revenues	**$1,221**	**-**	**-**	**-**	**-**	**-**	**$1,221**
Services & Supplies							
Professional Services	1,221	-	-	-	-	-	1,221
Medical Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**$1,221**	**-**	**-**	**-**	**-**	**-**	**$1,221**
Total Expenditures							
Total Expenditures	1,221	-	-	-	-	-	1,221
Total Expenditures	**$1,221**	**-**	**-**	**-**	**-**	**-**	**$1,221**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Human Resources Division

102 Staff Wellness

Agency Overview
Policy option package 102 seeks to address issues related to staff wellness through actions taken within the Human Resources Division and the Operations Division. The Human Resources Division seeks to add one Staff Wellness Coordinator that is focused on ensuring best practices are implemented throughout all Department of Corrections divisions. Additionally, the Operations Division sought out impartial review from the Association of State Correctional Administrators (ASCA) to specifically determine an appropriate post relief factor. ASCA also determined the actions necessary to bring the department's staffing levels to an industry standard called Staffing Best Practices. Below is the Agency Request Budget impact summary. Please see division-specific narrative for more detail.

- Human Resources Division: 1 Pos., 1.00 FTE, General Fund: $201,251
- Operations Division: 100 Pos., 100.00 FTE, General Fund: $17,027,135
- Total Package: 101 Positions, 101.00 FTE, General Fund: $17,228,386

Purpose
Research and experience show that corrections work is difficult and stressful. In fact:

- One in three Oregon DOC employees have symptoms of post-traumatic stress disorder – a rate higher than that of firefighters and deployed military, and four times that of the general population.
- Research shows employees exhibiting PTSD have higher levels of tobacco and alcohol use, more health problems, a higher number of doctor visits, and work absences.
- In addition to those Oregon statistics, the National Institute of Corrections reports the average life expectancy of a corrections officer after 20 years of work is 58, compared to a national average of 75.

The agency is committed to changing these realities. DOC wants its staff to be healthy and live long, meaningful lives, well beyond retirement. Based on current studies being conducted in cooperation with OHSU and PSU, and a more specific partnership with PEBB, the agency is hoping to develop a comprehensive wellness program for all DOC staff. Additionally, through this package, the DOC is hoping to address one of the primary causes of stress and difficulty in the workplace, which is understaffing. Through ASCA, DOC has evaluated the staffing needs of the organization and has put forth this package in response to that evaluation.

Staff wellness has been identified as a priority even outranking CORE; nothing can be accomplished through CORE without healthy staff. Based on information presented from OHSU and PSU studies of correctional officer stress and health, a healthy workforce is something the

department cannot ignore and is obligated to address to maintain safe and secure workplaces, decrease absences, and increase staff's ability to implement change programs and best practices as defined by and identified through CORE.

How Achieved

The establishment of one position in the HR Division that is focused on staff wellness, in combination with a commitment to proper staffing levels across the organization, demonstrates the department's commitment to achieving staff wellness across the organization. This position's primary function is to research best practices for improving health and wellness to staff throughout the agency, identify cost of effective methods to implement programs, and monitor progress.

Staffing Impact

Positions:	1
FTE:	1.00

Quantifying Results

As the department addresses the pervasive stress and work-related health issues experienced by a large number of staff, the expectation is a decrease in overall sick leave usage, decreased work-related injuries, and improved mental health.

Agency Request Budget

Revenue Sources

General Fund	$201,251
Other Funds	0
Federal Funds	0
Total Revenue	$201,251

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Staff Wellness

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Staff Wellness

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Human Resources Division

103 Staffing: New Initiatives & Existing Workload

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

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

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

Safety Program Administrator
The 2012 elimination of the Safety Program resulting from statewide reduction demands, resulted in a loss of efficiencies and effectiveness in several areas, including but not limited to, managing safe workplaces, responding to OSHA complaints and violations, administering a safety program, and maintaining documentation and training. The previous Safety and Risk Administrator was a PEM-D, and the current proposal is for an Operations & Policy Analyst 3, as the position is being modified to manage the safety program and not to supervise staff.

How Achieved

The addition of this new position will help provide the department the necessary resources to meet its obligation to provide a safe workplace. This position will be responsible for responding to OSHA complaints and violations, administering a safety program, and maintaining safety documentation and training.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

Safety Program Administrator

The savings are not quantified, but are expected to include cost avoidance of fines for violations and lost time and medical costs associated with work-related injuries.

Running safe and secure facilities and managing the DOC workforce are both directly impacted and supported by the establishment of this position, as well as the reintroduction of a modified safety program for the agency. The department is tracking the impact on worker compensation claims following the elimination of the safety program and would continue that measurement with the authorization of this position to determine the degree to which claims and lost-time accidents can be avoided or minimized.

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

Agency Request Budget

Revenue Sources

General Fund	$225,695
Other Funds	0
Federal Funds	0
Total Funds	$225,695

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0

Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact
This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Human Resources Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-008-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Human Resources Division**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-008-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Human Resources Division

118 Intermediate-Advanced Certification Training

Purpose

The purpose of this Human Resources Division-Professional Development Unit package is to establish and fund new positions, and establish S&S for the development and delivery of training that meets DPSST's recently updated intermediate and advanced certification requirements. Historically, DOC correctional officers have been able to apply DOC-provided mandatory annual training towards the number of training hours required by DPSST to achieve intermediate and advanced certification. Since updating the certification requirements, DPSST no longer recognizes DOC's mandatory annual training hours towards the required number needed for intermediate and advanced officer certification; this change is reflective of the DPSST constituent-workgroup's intent to cause officers to go "above and beyond" the training agencies provide, to earn the higher levels of certification.

At any given time, this change has the potential of financially impacting more than half of DOC's correctional officers who, via collective bargaining agreements, receive a 3.0% and 6.0% salary differential after receiving their intermediate and advanced certifications, respectively. Additional funding sought in this package will cover positions and program costs in the Professional Development Unit, allowing DOC to develop and deliver training correctional officers can opt into, within the difficult scheduling and post-relief context of DOC's 14 institutions across the state.

How Achieved

Funding and position authority requested is for one Training and Development Specialist 2 (Class C1339), six Training and Development Specialist 1s (Class C1338), and one Office Specialist 2 (Class C0104). The staffing of these eight positions will allow the DOC to meet the updated intermediate and advanced certification training requirements.

Staffing Impact

Positions	8
FTE	8.00

Quantifying Results

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

The addition of these eight new positions and the benefits and outcomes of adding these positions will be tied to the following CORE operating processes (OP) and supporting processes (SP):

OP1: Managing Safe Prisons. Intermediate and advanced certification training will affect the components within this category:

- OP1a Group disturbances - The number of group disturbances (3 or more inmates)
- OP1b Inmate grievances - The number of grievances filed per month (monthly average/1,000 inmates)
- OP1d PREA incidents (Inmate-on inmate) - The number of PREA incidents
- OP1e PREA incidents contact (staff) - The number of PREA incidents
- OP1h Inmate assaults - The number of assaults on inmates

SP1: Managing Our Workforce. Intermediate and advanced certification training will affect a few components within this category:

- SP1a Workers compensation - Number of workers compensation time loss days per 100 employees on a fiscal year basis
- SP1d Annual training - Percentage of staff who attended some training

Agency Request Budget

Revenue Sources	
General Fund	$1,385,016
Other Funds	0
Federal Funds	0
Total Revenue	$1,385,016

Governor's Balanced Budget

Revenue Sources	
General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was denied and will not have an impact in the 2015-17 or 2017-19 biennia.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 118 - Intermediate-Advanced Certification Training

Cross Reference Name: Human Resources Division
Cross Reference Number: 29100-008-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Human Resources Division**

Pkg: 118 - Intermediate-Advanced Certification Training | **Cross Reference Number: 29100-008-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-008-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Rents and Royalties	3,050	5,000	5,000	6,463	6,463	-
Sales Income	2,755	-	-	-	-	-
Total Other Funds	**$5,805**	**$5,000**	**$5,000**	**$6,463**	**$6,463**	**-**

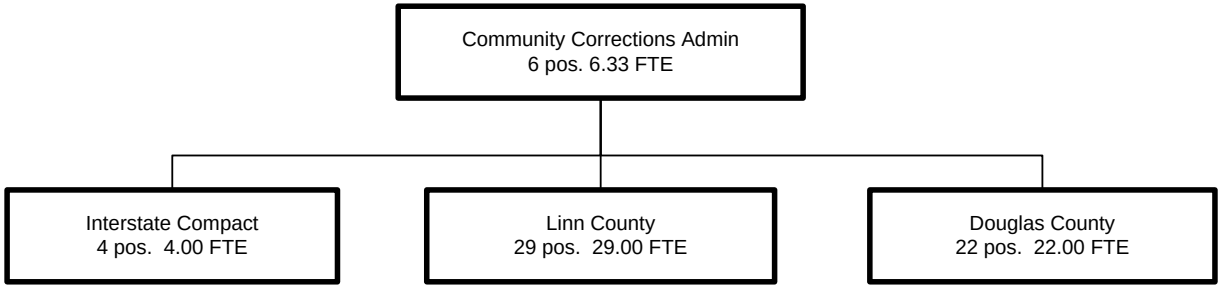
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Inmate Work Crews and Programs, ID Replacement Cards, Witness Fees, Copier Revenue, Commissary Sales, Oregon Trail Card Pennies and County Supervision Fees	Other	0410	$0	$0	$8,509	$0	$0	$0
Shooting Range Rental	Other	0510	3,050	5,000	0	6,463	6,463	0
Real Property sales, non-inmate food sales, sales of inmate-produced products, medical prostheses, legal record requests, Secure ID tokens, OYA food sales, IWP sales and surplus property sales	Other	0705	2,755	0	0	0	0	0

OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2013 -15 Current Legislatively Approved Budget

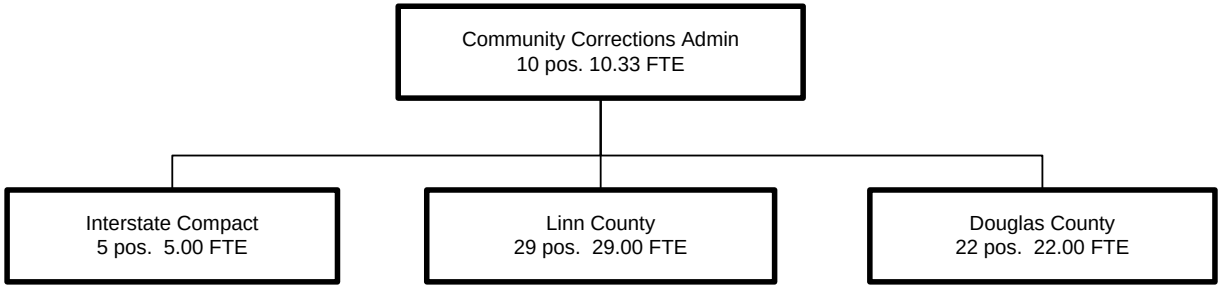


Total Positions: 61
FTE: 61.33

OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2015 -17 Agency Request Budget

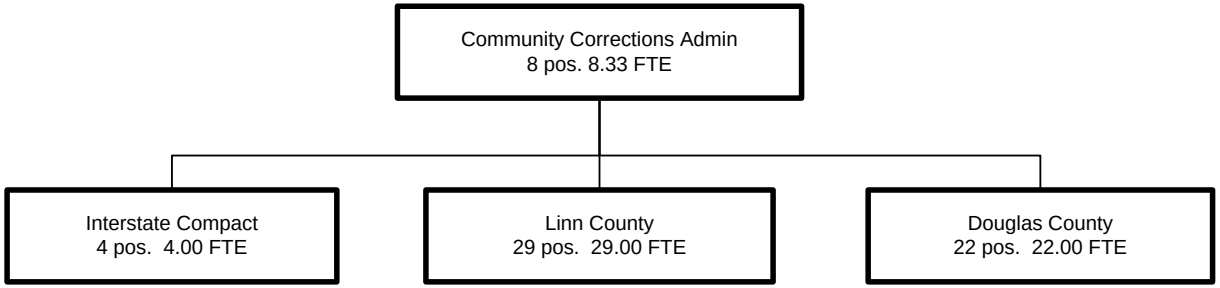


Total Positions: 66
FTE: 66.33

OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2015 -17 Governor's Balanced Budget



Total Positions: 63
FTE: 63.33

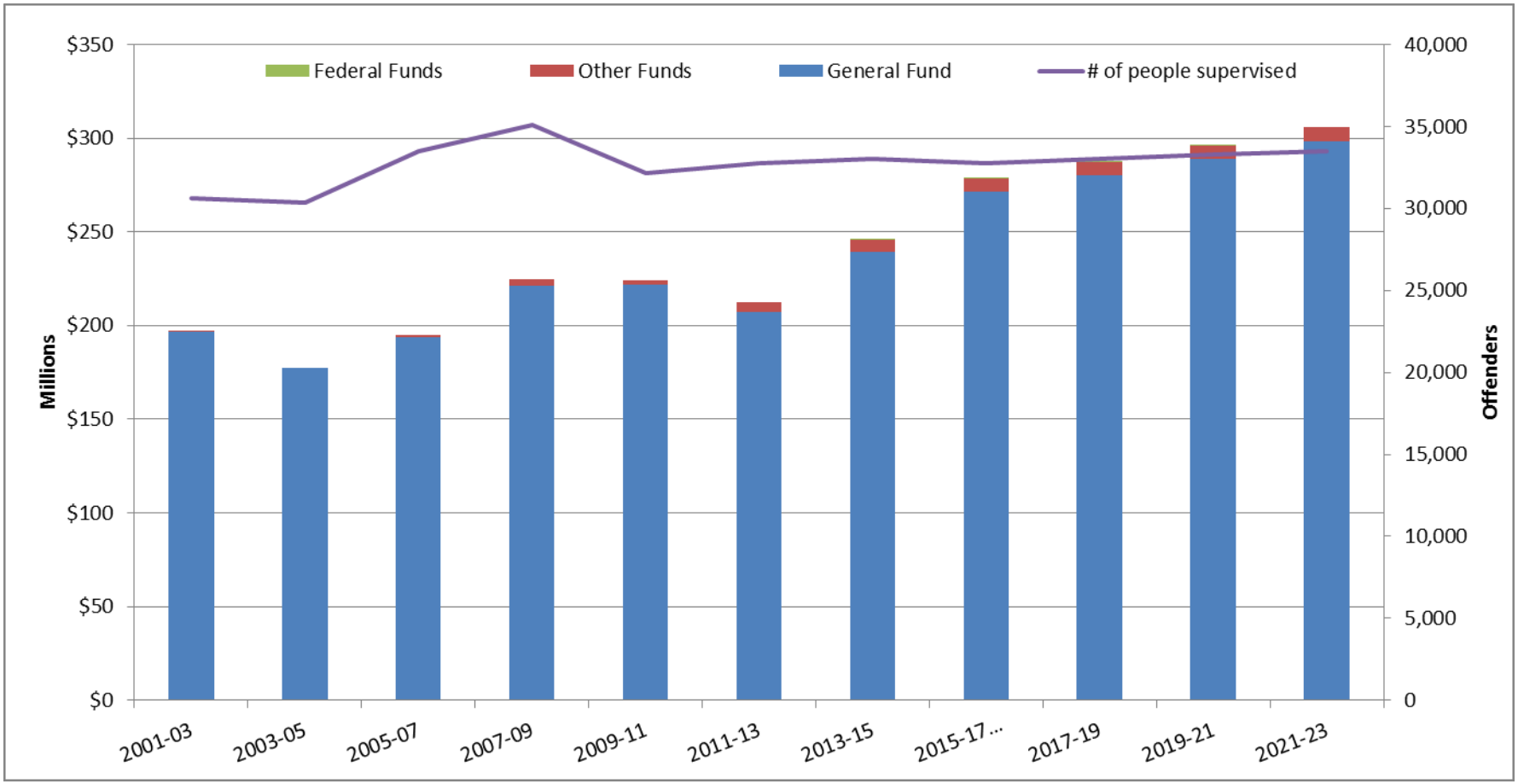
Community Corrections

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety

b. Primary Program Contact: Jeremiah Stromberg, Assistant Director for Community Corrections

c. Total Funds Budget



d. Program Overview

Community corrections is a function of state government operated in partnership with local, county-operated community corrections agencies. Community corrections supervision, sanctions, and programs provide an effective means to hold offenders accountable, while at the same time addressing the causes of criminal behavior and reducing the risk of present and future criminal behavior.

e. Program Funding Request

In the Agency Request Budget this program is requesting $278,730,050 to continue providing supervision, community-based sanctions, and correctional programs for over 31,600 offenders on supervision in the community. This request includes funding for the following Policy Option Packages which are described in detail later in the document.

- 103 Staffing: New Initiatives and Existing Workload (Eliminated in Governor's Balanced Budget)
- 111 Staff Enhancements to Address Workload (Eliminated in Governor's Balanced Budget)
- 113 SB 267 Program Evaluator

Current and future biennia program funding costs are driven by several factors: caseload size coupled with the population forecast and/or legislative action impacts workload, which directly affects funding for this program. In addition, ORS 423.486 requires the department, beginning in 2012 and every six years thereafter, to conduct a study to determine the actual costs incurred by each county to provide program services. The results of this study impact the daily rates used to build the program budget.

In recent years and with the passage and implementation of HB 3194 in particular, the Community Corrections Division has taken on a more complex and elevated level of responsibility for technical projects and programs related to offender supervision in the community. This has resulted in a greater need for oversight and direction of division projects and programs critical to the agency mission and CORE processes as well as technical assistance for the counties.

f. Program Description

Community corrections supervision, services, and sanctions are provided by counties through intergovernmental agreement with DOC, or directly by DOC in Linn and Douglas Counties. Community corrections activities include supervision, community-based sanctions, and correctional programs directed at over 31,600 offenders who have committed felony crimes and are serving sentences of felony probation, parole, post-prison supervision, or prison sentences of 12 months or less served at the county level.

Supervision is provided by probation/parole officers and the intensity is guided by the offender's behavior and risk of committing new crimes. Program activities include:

- Evaluating each offender's likelihood to commit new crimes. The risk to commit new crimes is determined by applying an objective risk-assessment tool that classifies offenders according to their risk to re-offend. Probation/parole officers apply more intensive supervision to those offenders most likely to commit new crimes.

- Evaluating each offender's criminal risk factors. Probation/parole officers identify criminal risk factors and tailor case management plans to address them, thus mitigating the chances that an offender will engage in future criminal activity.

- Monitoring offenders according to behavior and risk to re-offend. Offenders who present the greatest risk to commit new crimes have the most contact with the probation/parole officer. To monitor compliance with the conditions of supervision, offenders are subject to unannounced home visits, searches, employment checks, office appointments, random urine testing for drug use, and polygraph testing.

- Employing a continuum of effective community-based sanctions and positive reinforcements. Use of community-based sanctions, such as electronic monitoring, community service, work crew, day reporting centers, intensive supervision, and jail time are used to hold offenders accountable when they are not following the rules of their supervision. Likewise, recognition of completing goals and/or positive pro-social behavior is reinforced through verbal praise, monetary rewards such as bus passes, gift cards, or clothing vouchers, and the possible reduction or termination of supervision.

- Offering programs designed to address the causes of criminal behavior, thus reducing the risk of return to criminal activity. Community Corrections agencies provide correctional programs such as alcohol/drug treatment, sex offender treatment, employment counseling, and mental health services in order to promote long-term behavior change. Research has demonstrated that treatment combined with supervision has the greatest impact on reducing criminal activity, compared to any other criminal justice system sanction.

Costs in this program are driven by the number and risk levels of offenders being supervised, and by the number of persons serving prison sentences of 12 months or less locally. Of note is that funding for this program must equal or exceed a baseline level; otherwise counties can opt out and relinquish control to the state.

g. Program Justification and Link to 10-Year Outcome

The purpose of community corrections is to contribute to the safety of Oregonians by preventing current and future criminal behavior of those that have been convicted of a crime. This program directly relates to a number of the strategies in the 10-year plan. The vision described in the 10-year plan includes managing offenders within local public safety systems rather than in prison. The Community Corrections Division is essential to that vision.

The 10-year plan includes these strategies:

- Deter crimes from occurring: Supervision targeted at offenders most likely to re-offend and correctional programs targeted at criminal risk factors deter crime from occurring.
- Reduce reliance on prison: Community-based sentencing options provide a less costly, yet effective, response to crime for many offenders when compared to prison.
- Increase success after release from prison: Offenders must be monitored, assisted, and provided with treatment by community corrections to facilitate a successful transition from prison to community living.
- Strengthen the swiftness and certainty of punishment in county jails and local supervision of offenders; reduce the likelihood to commit future crime and promote re-entry to the community; and prevent crime and abuse by preventing or reducing the impact of the root cause.

h. Program Performance

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

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Positive Case Closure, **Statewide** Post Prison Supervision	Percentage of Post Prison Supervision offenders who successfully complete community supervision	75%	63.4%	63.0%	64.3%
Positive Case Closure, **Statewide** Probation Supervision	Percentage of Probation offenders who successfully complete community supervision	75%	59.6%	59.6%	58.7%
Positive Case Closure, **Linn and Douglas** Post	Percentage of Post Prison Supervision offenders who successfully complete	75%	60.5%	64.2%	65.2%
Positive Case Closure, **Linn and Douglas** Probation Supervision	Percentage of Probation offenders who successfully complete community supervision	75%	67.6%	67.9%	60.9%
New felony convictions, **Statewide** Post Prison Supervision	36-month recidivism rate of offenders released to post-prison supervision	25%	25.6%	25.6%	29.1%
New felony convictions, **Statewide** Probation	36-month recidivism rate of offenders released to probation supervision	18%	22.1%	22.1%	23.5%
New felony convictions, **Linn and Douglas** Post Prison Supervision	36-month recidivism rate of offenders released to post-prison supervision	25%	31.9%	31.9%	27.9%
New felony convictions, **Linn and Douglas** Probation	36-month recidivism rate of offenders released to probation supervision	18%	21.8%	21.8%	27.4%

Additional performance measures for Community Corrections are as follows.

1. Assisting offenders to change.
    a. As measured by offenders benefitting from treatment programs: 30 percent of offenders were actively participating in treatment, better than the target of 22 percent.
    b. As measured by employment rates for offenders under supervision: 49 percent of offenders are reported to be working, slightly less than the target rate of 50 percent.

2. Providing reparation to crime victims.
    a. As measured by the percentage of restitution collected that is owed to victims: 26 percent of restitution ordered is collected, less than the target of 35 percent.

b. As measured by the percent of community services hours completed by offenders: 49 percent of community services hours ordered is performed, better than target of 45 percent.

3. Short Term Transitional Leave Success: 95 percent of inmates released to STTL successfully complete their leave period and are subsequently released to post-prison supervision.

i. Enabling Legislation/Program Authorization

Community Corrections, including funding and program performance, is governed by the Community Corrections Act found in Oregon Revised Statutes 423.475 – 423.565. The statutes define duties of the state and the counties and establish partnership conditions with counties that house felony offenders with sentences less than one year and that supervise offenders convicted of felonies who are on parole, on probation, or on post-prison supervision. The statutes also define baseline funding for the counties and provide for regular periodic review of reimbursement rates.

ORS 421.168 Short Term Transitional Leave: DOC shall establish a short-term transitional leave program. The program shall provide inmates with an opportunity to secure appropriate transitional support when necessary for successful reintegration into the community prior to the inmate's discharge to post-prison supervision.

ORS 169.070(1) Jail Inspections: The department shall inspect local correctional facilities, lockups, temporary holds and juvenile detention facilities, to ensure compliance with the standards established in ORS 169.076 to 169.078, 169.740, 419A.059 and 419B.180.

ORS 144.600 Interstate Compact: The Legislative Assembly hereby approves, and the Governor is authorized to enter into, a compact on behalf of this state with any other state or states legally joining therein in the form substantially as follows.

ORS 133.747 Fugitive Extraditions: It is the duty of the Governor of this state to have arrested and delivered up to the executive authority of any other state of the United States any person charged in that state with treason, felony, or other crime, who has fled from justice and is found in this state.

j. Describe the various funding streams that support the program

The program is funded almost entirely with General Fund. There is a small amount of Other Fund dollars that make up approximately 2 percent of the division's budget as a result of supervision fee collection in Linn and Douglas Counties, distribution of the Criminal Fine Account to counties, and the division's portion of the Inmate Welfare Fund revenue.

k. Describe how the 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

During the 2015-2017 biennium, Community Corrections will continue providing supervision, community-based sanctions, and correctional programs for more than 31,600 offenders. The primary change for the 2015-2017 Community Corrections Division compared to 2013-2015 is two Policy Option Packages requesting positions to support increased workload, primarily as a result of implementation of HB 3194.

Program Unit Narrative

Community Corrections Administration

Community Corrections Administration oversees state policy for community corrections; manages intergovernmental agreements with various county partners; provides ongoing technical assistance to county community corrections systems in the areas of evidence-based practices and effective program implementation and operation; develops and delivers trainings, statewide and at DPSST, to DOC and county community corrections staff on the use of assessment and case planning tools; assesses and evaluates institutional and community-based treatment programs funded through state general funds as required by ORS 182.525; provides automation and IT system technical support to all county users; works with the agency's Office of Research and Projects to respond to all community-based research and data requests; coordinates and responds to annual reviews of county compliance with the intergovernmental agreements; and oversees the financial distribution of funds to county partners. These dollars include Grant in Aid (i.e., CCA funds), Inmate Welfare Fund/Subsidy, M57 Supplemental Funds for Drug Addicted Offenders, Treatment Transition Funds, Sexually Violent Dangerous Offender funds (typically distributed to county community corrections agencies), SB 395 Jail Reimbursement for Repeat DUII Offenders, and HB 3194 Jail Reinvestment Funds distributed to the county sheriff.

Short Term Transitional Leave Unit

This program is responsible for oversight and day-to-day management of the agency's short term transitional leave program, which allows certain adults in custody to serve up to 90 days of their sentence in the community provided they meet all statutory and policy requirements.

Interstate Compact for Adult Offender Supervision (ICAOS)/Fugitive Extraditions Unit

The primary functions of this unit are the transfer of adult offender supervision between states and oversight and coordination of timely, safe, and cost effective methods of return for all DOC and Board of Parole and Position-Prison Supervision fugitives apprehended in the U.S. and its territories, as well as international locations.

Jail Inspections Unit

This program is responsible for the inspection of lockups, temporary holds, and juvenile detention facilities to ensure compliance with the standards established in ORS 169.076 and 169.740. In addition, this unit provides technical assistance to local governmental agencies in the planning and operation of such facilities.

Douglas and Linn County Community Corrections

Two of Oregon's 36 county community corrections agencies are directly administered by the agency. The primary function of Douglas and Linn County Community Corrections is to provide supervision, sanctions, and services to roughly 2,550 of Oregon's approximately 31,600 adult offenders placed on felony probation, parole, or post-prison supervision.

Proposed New Laws that Apply to the Program Unit

In January 2009, Governor Ted Kulongoski created the Governor's Task Force on Federal Forest Payments and County Services. This was in response to the impending end of the federal Secure Rural Schools Act of 2000, which had provided Oregon $254 million annually. The task force recommended 53 solutions for consideration. Legislative Concept 29100/009 is one of those recommendations. This concept would allow DOC and a county to enter into a cooperative agreement for DOC to carry out some or all of the county's responsibilities for providing community-based supervision, sanctions, and services for offenders convicted of felonies.

In 2014, The Association of Oregon Counties began a series of Public Safety Summits. At the July 2014 Summit, the County Commissioners in attendance recommended moving this concept forward as an option for counties struggling to maintain a balance within their public safety systems.

The impact could be as little as no change to the current oversight of Linn and Douglas Counties; however, should a number of counties come to agreements with DOC, the impact would result in a significant workload shift for DOC as appropriate administrative and support levels would need to be included to ensure appropriate oversight and support.

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

Program Sub-Unit	Position/FTE		General Fund	Other Funds	Federal Fund	Total Fund
Comm. Corr. Admin	10 / 10.33		$19,632,838	$4,391,472	$300,551	$24,324,861
Grant In Aid	-		$228,044,260	$721,000	-	$228,765,260
Opt Out Counties	51 / 51.00		$17,686,367	$1,625,356	-	$19,311,723
Interstate Compact & Jail Supplement	5 / 5.00		$6,308,647	$19,559	-	$6,328,206
Program Unit Total	66 / 66.33		$271,672,112	$6,757,387	$300,551	$278,730,050

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

Program Sub-Unit	Position/FTE		General Fund	Other Funds	Federal Fund	Total Fund
Comm. Corr. Admin	8 / 8.33		$19,192,046	$4,391,472	$300,551	$23,884,069
Grant In Aid	-		$211,183,188	$721,000	-	$211,904,188
Opt Out Counties	51 / 51.00		$17,686,367	$1,625,356	-	$19,311,723
Interstate Compact & Jail Supplement	4 / 4.00		$6,155,148	$19,559	-	$6,174,707
Program Unit Total	63 / 63.33		$254,216,749	$6,757,387	$300,551	$261,274,687

Revenue Sources and Proposed Revenue Changes

Other Fund revenues recorded in the Community Corrections Admin sub-unit are received from the Criminal Fine Account and are disbursed to counties as required by HB2712 (2011) and HB2837 (2013) for the purposes of planning, operating, and maintaining county juvenile and adult correctional facilities. Federal Funds recorded in this sub-unit are received as a part of a BJA SMART Probation grant used to provide statewide advanced training academies to DOC and county community corrections staff.

Other Fund revenues in the Grant in Aid sub-unit are received from Inmate Welfare Fund revenues and are distributed to county community corrections agencies to provide subsidy assistance to adults in custody transitioning into the community from a DOC facility.

Other Fund revenues recorded in the Opt Out Counties sub-unit are received from supervision fee collection efforts in Linn and Douglas counties and are used to provide operational and treatment services. There could be additional Other Fund revenues granted to this sub-unit in 2015-2017 for as a result of CJC Drug Court grants and/or HB 3194 Justice Reinvestment grants; however, exact dollar figures are unknown at this time and are contingent on legislative action.

Other Fund revenue recorded in the Interstate Compact and Jail Supplement sub-unit is limitation carried forward from a prior biennium; however, the revenue source no longer exists.

Community Corrections Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by 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 Sources

General Fund	$75,393
Other Funds	120
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$75,393
Other Funds	120
Federal Funds	0
Total Funds	$75,513

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	75,393	-	-	-	-	-	75,393
Total Revenues	**$75,393**	**-**	**-**	**-**	**-**	**-**	**$75,393**
Personal Services							
Overtime Payments	283	-	-	-	-	-	283
All Other Differential	7,718	-	-	-	-	-	7,718
Public Employees' Retire Cont	1,562	-	-	-	-	-	1,562
Pension Obligation Bond	63,753	-	112	-	-	-	63,865
Social Security Taxes	613	-	-	-	-	-	613
Mass Transit Tax	1,046	-	9	-	-	-	1,055
Vacancy Savings	418	-	(1)	-	-	-	417
Total Personal Services	**$75,393**	**-**	**$120**	**-**	**-**	**-**	**$75,513**
Services & Supplies							
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Special Payments							
Dist to Counties	-	-	-	-	-	-	-
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	75,393	-	120	-	-	-	75,513
Total Expenditures	**$75,393**	**-**	**$120**	**-**	**-**	**-**	**$75,513**
Ending Balance							
Ending Balance	-	-	(120)	-	-	-	(120)
Total Ending Balance	**-**	**-**	**($120)**	**-**	**-**	**-**	**($120)**

Community Corrections Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$6,811,988
Other Funds	193,150
Federal Funds	8,754

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$6,804,749
Other Funds	193,150
Federal Funds	8,754
Total Funds	$7,006,653

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	6,804,749	-	-	-	-	-	6,804,749
Total Revenues	**$6,804,749**	**-**	**-**	**-**	**-**	**-**	**$6,804,749**
Services & Supplies							
Instate Travel	1,230	-	-	-	-	-	1,230
Out of State Travel	287	-	-	-	-	-	287
Employee Training	842	-	-	-	-	-	842
Office Expenses	2,489	-	-	-	-	-	2,489
Data Processing	1,358	-	-	-	-	-	1,358
Publicity and Publications	19	-	-	-	-	-	19
Professional Services	4,015	-	-	-	-	-	4,015
Attorney General	17,636	-	-	-	-	-	17,636
Employee Recruitment and Develop	20	-	-	-	-	-	20
Dues and Subscriptions	1,777	-	-	-	-	-	1,777
Facilities Maintenance	273	-	-	-	-	-	273
Food and Kitchen Supplies	9	-	-	-	-	-	9
Other Care of Residents and Patients	26,999	-	41,197	-	-	-	68,196
Other Services and Supplies	1,251	-	184	-	-	-	1,435
Expendable Prop 250 - 5000	1,354	-	-	-	-	-	1,354
Total Services & Supplies	**$59,559**	**-**	**$41,381**	**-**	**-**	**-**	**$100,940**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Data Processing Hardware	1,458	-	-	-	-	-	1,458
Total Capital Outlay	**$1,458**	**-**	**-**	**-**	**-**	**-**	**$1,458**
Special Payments							
Dist to Counties	6,743,732	-	151,769	8,754	-	-	6,904,255
Total Special Payments	**$6,743,732**	**-**	**$151,769**	**$8,754**	**-**	**-**	**$6,904,255**
Total Expenditures							
Total Expenditures	6,804,749	-	193,150	8,754	-	-	7,006,653
Total Expenditures	**$6,804,749**	**-**	**$193,150**	**$8,754**	**-**	**-**	**$7,006,653**
Ending Balance							
Ending Balance	-	-	(193,150)	(8,754)	-	-	(201,904)
Total Ending Balance	**-**	**-**	**($193,150)**	**($8,754)**	**-**	**-**	**($201,904)**

Community Corrections Division

032 Above Standard Inflation

Package Description

Purpose
This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. The Community Corrections Division is approved to use the additional medical services inflation factor for those costs that regularly exceed standard inflation.

How Achieved
For 2015-17, the above standard inflation factor for Medical Services and Supplies is 1.7%, and non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$402
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$402
Other Funds	0
Federal Funds	0
Total Funds	$402

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	402	-	-	-	-	-	402
Total Revenues	**$402**	**-**	**-**	**-**	**-**	**-**	**$402**
Services & Supplies							
Professional Services	402	-	-	-	-	-	402
Total Services & Supplies	**$402**	**-**	**-**	**-**	**-**	**-**	**$402**
Total Expenditures							
Total Expenditures	402	-	-	-	-	-	402
Total Expenditures	**$402**	**-**	**-**	**-**	**-**	**-**	**$402**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Community Corrections 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 2014 Oregon Corrections Population Forecast published by the DAS Office of Economic Analysis is the basis for actions presented in the Agency Request Budget. The Governor's Balanced Budget is based on the October 2014 caseload forecast.

How Achieved
The April 2014 Felony Probation and Parole/Post-Prison Supervision Caseload Forecasts project a population of 32,518 in July 2015, increasing to 32,920 in June 2017. The majority of the increase in this package relates to a substantial increase in the local control rate, in addition to a significant increase in the higher risk (higher cost) population of offenders currently in the community corrections system as a result of the passage of HB 3194 in the 2013 Legislative Session. This package has been updated in the Governor's Balanced Budget to reflect the caseload changes in the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$24,155,620
Other Funds	0
Federal Funds	0
Total Funds	$24,155,620

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$22,294,548
Other Funds	0
Federal Funds	0
Total Funds	$22,294,548

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	22,294,548	-	-	-	-	-	22,294,548
Total Revenues	**$22,294,548**	**-**	**-**	**-**	**-**	**-**	**$22,294,548**
Special Payments							
Dist to Counties	22,294,548	-	-	-	-	-	22,294,548
Total Special Payments	**$22,294,548**	**-**	**-**	**-**	**-**	**-**	**$22,294,548**
Total Expenditures							
Total Expenditures	22,294,548	-	-	-	-	-	22,294,548
Total Expenditures	**$22,294,548**	**-**	**-**	**-**	**-**	**-**	**$22,294,548**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	106,369
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	106,369
Federal Funds	0
Total Funds	$106,369

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Other Gov Unit	-	-	106,369	-	-	-	106,369
Total Special Payments	**-**	**-**	**$106,369**	**-**	**-**	**-**	**$106,369**
Total Expenditures							
Total Expenditures	-	-	106,369	-	-	-	106,369
Total Expenditures	**-**	**-**	**$106,369**	**-**	**-**	**-**	**$106,369**
Ending Balance							
Ending Balance	-	-	(106,369)	-	-	-	(106,369)
Total Ending Balance	**-**	**-**	**($106,369)**	**-**	**-**	**-**	**($106,369)**

Community Corrections Division

090 Analyst Adjustments

Package Description

Purpose
This package, added by the Governor, reflects additional policy adjustments to the DOC 2015-17 Agency Request Budget.

How Achieved
This package reduces General Fund for Special Payments to counties for Community Corrections under the Grant-in-Aid program. This reduction is offset by an addition to the Justice Reinvestment Grant Program funding.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	($15,000,000)
Other Funds	0
Federal Funds	0
Total Funds	($15,000,000)

2017-19 Fiscal Impact

The Community Corrections budget is reset based on updated caseload and updated rates through the 040 mandated caseload package. This adjustment will have a one-time impact to the Grant-in-Aid budget for Community Corrections for 2015-17 and will not impact the 2017-19 budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 090 - Analyst Adjustments

Cross Reference Name: Community Corrections
Cross Reference Number: 29100-009-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(15,000,000)	-	-	-	-	-	(15,000,000)
Total Revenues	**($15,000,000)**	**-**	**-**	**-**	**-**	**-**	**($15,000,000)**
Special Payments							
Dist to Counties	(15,000,000)	-	-	-	-	-	(15,000,000)
Total Special Payments	**($15,000,000)**	**-**	**-**	**-**	**-**	**-**	**($15,000,000)**
Total Expenditures							
Total Expenditures	(15,000,000)	-	-	-	-	-	(15,000,000)
Total Expenditures	**($15,000,000)**	**-**	**-**	**-**	**-**	**-**	**($15,000,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Community Corrections Division

103 Staffing: New Initiatives & Existing Workload

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

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

Purpose
During the last two biennia, the Oregon Department of Corrections (DOC) has been required to reduce the amount of management service employees and to reduce overall budgets. The addition of this new position in the Community Corrections Division will provide the department the necessary resources to meet the full-time workload that exists and fulfill requirements regarding new initiatives.

In recent years and with the onset of HB 3194 in particular, the Community Corrections Division has taken on a more complex and elevated level of responsibility for technical projects and programs related to offender supervision in the community. This has resulted in a greater need for oversight and direction of division projects and programs critical to the agency mission and CORE processes.

The purpose of this proposal, therefore, is to acquire funding in order to establish an administrator-level (PEM-E) position within the Community Corrections Division to assist the Assistant Director with the additional workload.

How Achieved

Deputy Community Corrections Administrator

At the present time the Assistant Director is tasked with managing 13 direct reports, each with a very technical area of responsibility, in addition to two county community corrections agencies and providing direction and oversight for the entire division. This arrangement has the potential to compromise successful achievement of critical agency and division goals and objectives. This position would assist the division Assistant Director in the following areas:

- Oversight and direction of administrative functions within the Central Office
- Oversight of division project timelines and implementation
- Development and implementation of policies, procedures and program priorities consistent with agency policy
- Determination of the most effective utilization of resources in order to carry out agency goals and objectives

The position would provide analysis of all pertinent issues and information regarding the impact of proposed policy on the provision of services to target populations and determining the resources necessary to implement such policy in order to ensure the efficient and effective provision of services.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

Deputy Community Corrections Administrator

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

The benefits and outcomes of adding a new Deputy Community Corrections Administrator will be tied to the following CORE operating process (OP) measures and outcome measures (OM):

OM #4: Community Supervision Success

- OM4c: Positive Case Closure, Linn and Douglas Post-Prison Supervision - Percentage of Post-Prison Supervision offenders who successfully complete community supervision
- OM4d: Positive Case Closure, Linn and Douglas Probation Supervision - Percentage of Probation offenders who successfully complete community supervision

OM #5: Recidivism

- OM5c: New felony convictions, Linn and Douglas Post-Prison Supervision - 36-month recidivism rate of offenders released to post-prison supervision
- OM5d: New felony convictions, Linn and Douglas Probation - 36-month recidivism rate of offenders released to probation supervision

OP #6: Managing Offenders in the Community

- OP6c: Employment, Linn and Douglas DOC– Total percent employed
- OP6d: Treatment Participation, Linn and Douglas – Total percent participating in treatment
- OP6e: Restitution Collection, Linn and Douglas – Average percent of restitution paid (at time of supervision closure)
- OP6f: Community Service Completion, Linn and Douglas Counties – Average community service imposed that was completed (at time of supervision closure)

Agency Request Budget

Revenue Sources

General Fund	$289,314
Other Funds	0
Federal Funds	0
Total Funds	$289,314

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

The package was removed in the Governor's Balanced Budget and so will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Community Corrections Division

111 Staff Enhancements to Address Workload

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

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

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

Extradition Compact Coordinator
Per ORS 144.600 and 133.747, the Interstate Compact for Adult Offender Supervision (ICAOS)/Fugitive Extraditions Unit is tasked with (1) the transfer of adult offender supervision between states and (2) the oversight and coordination of timely, safe, and cost effective methods of return for all DOC and Board of Parole and Post-Prison Supervision fugitives apprehended in the U.S. and its territories as well as international locations. In addition to the duties required by statute and directly assigned to the department, the Fugitive Extraditions officer acts on behalf of the Governor's Extradition Officer as needed. Both of these functions work within an environment that requires interpretation of and strict adherence to complex state, federal, and international laws, regulations, and timeframes. Workload requirements have and continue to significantly increase while staffing levels have decreased. The unit has utilized temporary hires and staff on loan from other units to meet federally mandated timeframes and avoid financial sanctions due to non-compliance; however, these opportunities are scarce, do not provide consistent support, and are not long term solutions to the ever increasing workload demands

The purpose of this proposal is to acquire funding in order to establish an Administrative Specialist 2 to provide administrative support to the Deputy Compact Administrator and Fugitive Extraditions Officer to assist in the day-to-day technical tasks.

Community Corrections Administrative Support

In recent years and with the onset of HB 3194 in particular, the Community Corrections Division has taken on a more complex and elevated level of responsibility for technical projects and programs related to offender supervision in the community. This has resulted in a greater need for technical support of division projects and programs critical to the agency mission and CORE processes. Currently, the Community Corrections Division has no support-level positions to manage the process of capturing, entering and reporting data relevant to division operations and coordinating efficient workflow and delivery of services.

The purpose of this proposal is to acquire funding in order to establish an Administrative Specialist 1 to provide administrative support to the Community Corrections Division to assist in the newly required technical support needs.

How Achieved

Extradition Compact Coordinator

This position would assist the Community Corrections division in the following areas:

- Facilitate/coordinate the transfer of offender supervision between states.
- Assist the agency fugitive extradition officer with the coordination of fugitive returns from other states, U.S. territories, and international locations.
- Provide high level administrative support to the Deputy Compact Administrator.

Community Corrections Administrative Support

This position would assist the Community Corrections division in the following areas:

- Coordinate efficient flow of work to include documents and/or requests requiring action through an established process ensuring that deadlines for analysis, approval, and/or final action are met.
- Receive and review applications submitted in request for agency services such as STTL and Interstate Compact , determining if applicant meets criteria for requested service and approving/denying requests as appropriate.
- Collect data and prepare detailed division reports on a monthly, quarterly, semiannual or annual basis.
- Track and compiles statistical information related to division program operation, measuring success rate and/or performance to be used by division management in decision-making.
- Act as division coordinator for technical manuals, directives and procedures.

Staffing Impact

Positions	2
FTE	2.00

Quantifying Results

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

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

OM #4: Community Supervision Success

- OM4c: Positive Case Closure, Linn and Douglas Post-Prison Supervision - Percentage of Post-Prison Supervision offenders who successfully complete community supervision.
- OM4d: Positive Case Closure, Linn and Douglas Probation Supervision - Percentage of Probation offenders who successfully complete community supervision.

OM #5: Recidivism

- OM5c: New felony convictions, Linn and Douglas Post-Prison Supervision - 36-month recidivism rate of offenders released to post-prison supervision.
- OM5d: New felony convictions, Linn and Douglas Probation - 36-month recidivism rate of offenders released to probation supervision.

OP #6: Managing Offenders in the Community

- OP6c: Employment, Linn and Douglas DOC– Total percent employed
- OP6d: Treatment Participation, Linn and Douglas – Total percent participating in treatment
- OP6e: Restitution Collection, Linn and Douglas – Average percent of restitution paid (at time of supervision closure)
- OP6f: Community Service Completion, Linn and Douglas Counties – Average community service imposed that was completed (at time of supervision closure)

Agency Request Budget

Revenue Source	
General Fund	$297,738*
Other Funds	0
Federal Funds	0
Total Revenue	$297,738

*$153,499	(Extradition Compact Coordinator)
$144,239	(Community Corrections Administrative Support)
$297,738	Total

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget and so will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 111 - Staff Enhancements to Address Workload | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 111 - Staff Enhancements to Address Workload | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Community Corrections

113 Community Corrections SB 267 Program Evaluator

Purpose
Per ORS 182.515-525 (SB267), the Department of Corrections is directed to spend at least 75% of general fund dollars that it receives for programs on evidence-based programs. This applies to prevention, treatment, or intervention programs intended to reduce future criminal behavior. Other agencies impacted by this statute are DHS, CJC, OYA, and OCCF and affect services provided directly or funded through other entities, including counties or private parties. The Department of Corrections and other impacted agencies implemented a program assessment process using the Correctional Program Checklist.

Funding for program evaluations, including county community corrections programs, was eliminated in 2012. Passage of HB 3194 and its requirements for counties to show documented progress towards reducing the prison population and ultimately recidivism, highlights the need to ensure programs that our offenders participate in are evidence based. County community corrections agencies have agreed to provide general fund dollars allocated to them by the Department of Corrections for the purposes of receiving program assessments of eligible programs. So while funding exists, position authority does not; therefore, this package is requesting position authority to carry out the requirements of statute.

How Achieved
The Program Evaluator position would include the following responsibilities to support Community Corrections:

- Evaluate programs, services, systems, and program effectiveness in accordance with SB 267
- Work with agency programs to develop methods to improve operations or implement new practices
- Provide technical assistance to county community corrections offices in policy development or operational practices
- Develop and deliver statewide training regarding implementation and ongoing use of evidence based practices
- Special technical projects as assigned

DOC is asking to shift funds within SCR 009 from Special Payments to fund an Operations and Policy Analyst 3 position (SB 267 Programs Evaluator) resulting in a net zero funding impact on 2015-17.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

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

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

- OM #4: Community Supervision Success
  - OM4c: Positive Case Closure, Linn and Douglas Post-Prison Supervision - Percentage of Post-Prison Supervision offenders who successfully complete community supervision
  - OM4d: Positive Case Closure, Linn and Douglas Probation Supervision - Percentage of Probation offenders who successfully complete community supervision

- OM #5: Recidivism
  - OM5c: New felony convictions, Linn and Douglas Post-Prison Supervision - 36-month recidivism rate of offenders released to post-prison supervision
  - OM5d: New felony convictions, Linn and Douglas Probation - 36-month recidivism rate of offenders released to probation supervision

- OP #6: Managing Offenders in the Community
  - OP6c: Employment, Linn and Douglas DOC– Total percent employed
  - OP6d: Treatment Participation, Linn and Douglas – Total percent participating in treatment
  - OP6e: Restitution Collection, Linn and Douglas – Average percent of restitution paid (at time of supervision closure)
  - OP6f: Community Service Completion, Linn and Douglas Counties – Average community service imposed that was completed (at time of supervision closure)

Agency Request Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget and so it will not become a part of the base budget for the 2017-19 biennium.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 113 - Community Corrections SB 267 Program Evaluator | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	125,544	-	-	-	-	-	125,544
Empl. Rel. Bd. Assessments	44	-	-	-	-	-	44
Public Employees' Retire Cont	24,519	-	-	-	-	-	24,519
Social Security Taxes	9,604	-	-	-	-	-	9,604
Worker's Comp. Assess. (WCD)	69	-	-	-	-	-	69
Mass Transit Tax	753	-	-	-	-	-	753
Flexible Benefits	30,528	-	-	-	-	-	30,528
Total Personal Services	**$191,061**	**-**	**-**	**-**	**-**	**-**	**$191,061**
Services & Supplies							
Instate Travel	1,573	-	-	-	-	-	1,573
Office Expenses	7,267	-	-	-	-	-	7,267
Data Processing	613	-	-	-	-	-	613
Other Services and Supplies	1,214	-	-	-	-	-	1,214
Expendable Prop 250 - 5000	3,049	-	-	-	-	-	3,049
IT Expendable Property	2,574	-	-	-	-	-	2,574
Total Services & Supplies	**$16,290**	**-**	**-**	**-**	**-**	**-**	**$16,290**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Community Corrections**

Pkg: 113 - Community Corrections SB 267 Program Evaluator | **Cross Reference Number: 29100-009-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Special Payments							
Dist to Counties	(207,351)	-	-	-	-	-	(207,351)
Total Special Payments	**($207,351)**	**-**	**-**	**-**	**-**	**-**	**($207,351)**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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
1500118	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
		TOTAL PICS SALARY						125,544				125,544
		TOTAL PICS OPE						64,764				64,764
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		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			190,308				190,308

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-009-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Federal Revenues	22,906	-	-	-	-	-
Charges for Services	1,023,024	1,378,912	1,378,912	870,058	870,058	-
Admin and Service Charges	2,372	-	-	-	-	-
Fines and Forfeitures	41,890	92,707	92,707	47,898	47,898	-
Rents and Royalties	4,905	12,000	12,000	15,512	15,512	-
Sales Income	40	89	89	78	78	-
Donations	-	986	986	8,047	8,047	-
Grants (Non-Fed)	-	-	-	194,618	194,618	-
Other Revenues	-	-	-	824,974	824,974	-
Transfer In - Intrafund	591,378	596,729	596,729	87,695	87,695	-
Transfer In Other	-	4,297,572	4,297,572	3,986,493	3,986,493	-
Tsfr From Revenue, Dept of	6,276,355	-	-	-	-	-
Tsfr From Criminal Justice Comm	643,921	-	-	370,800	370,800	-
Total Other Funds	**$8,606,791**	**$6,378,995**	**$6,378,995**	**$6,406,173**	**$6,406,173**	**-**
Federal Funds						
Federal Funds	289,933	291,797	291,797	300,551	300,551	-
Total Federal Funds	**$289,933**	**$291,797**	**$291,797**	**$300,551**	**$300,551**	**-**

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

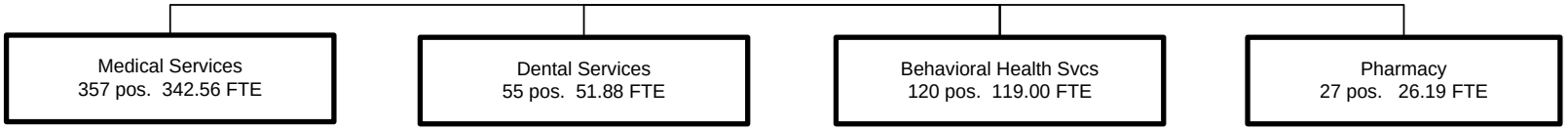
Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Domestic Violence Court grant	Other	0355	$22,906	$0	$0	$0	$0	$0
County supervision fees	Other	0410	1,023,024	1,378,912	906,307	870,058	870,058	0
Administration Charges	Other	0415	2,372	0	0	0	0	0
Drug Court forfeitures	Other	0505	41,890	92,707	41,890	47,898	47,898	0
Space rental	Other	0510	4,905	12,000	9,200	15,512	15,512	0
Sale of copies	Other	0705	40	89	0	78	78	0
Travel reimbursements, transfer of Inmate Welfare Funds between programs.	Other	0975	0	0	0	824,974	824,974	0
Grants (Non-Fed)	Other	0910	0	0	0	194,618	194,618	0
Donations for drug dog	Other	0905	0	986	0	8,047	8,047	0
Inmate Welfare Funds supporting statewide transition programs	Other	1010	591,378	596,729	596,242	87,695	87,695	0
Recording revenue movements between Department organizational units	Other	1050	0	4,297,572	0	3,986,493	3,986,493	0
Transfer from Dept of Revenue for HB2712 Criminal Fines	Other	1150	6,276,355	0	3,870,383	0	0	0

Transfer from Criminal Justice Commission for Byrne ARRA Grant	Other	1213	643,921	0	265,988	370,800	370,800	0
Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Transfer of revenue between funds to properly align revenue to programs	Other	2010	0	0	(387,038)	0	0	0
Smart Probation Grant	Federal	0995	289,933	291,797	168,967	300,551	300,551	0

OREGON DEPARTMENT OF CORRECTIONS

Health Services Organizational Chart

2013-15 Current Legislatively Approved Budget

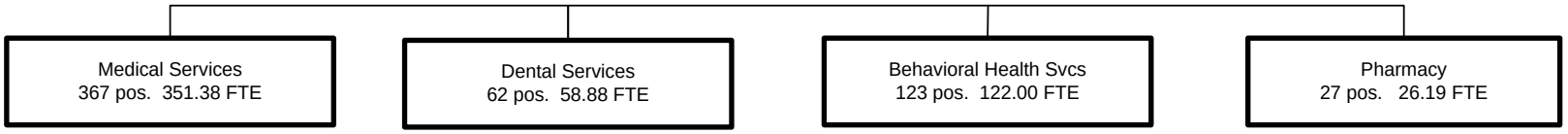


Total Positions: 559
FTE: 539.63

OREGON DEPARTMENT OF CORRECTIONS

Health Services Organizational Chart

2015 -17 Agency Request Budget

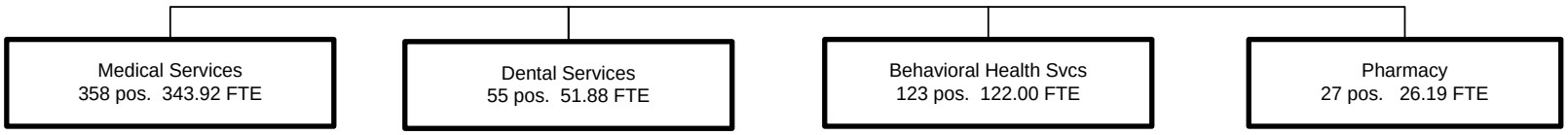


Total Positions: 579
FTE: 558.45

OREGON DEPARTMENT OF CORRECTIONS

Health Services Organizational Chart

2015 -17 Governor's Balanced Budget



Total Positions: 563
FTE: 543.99

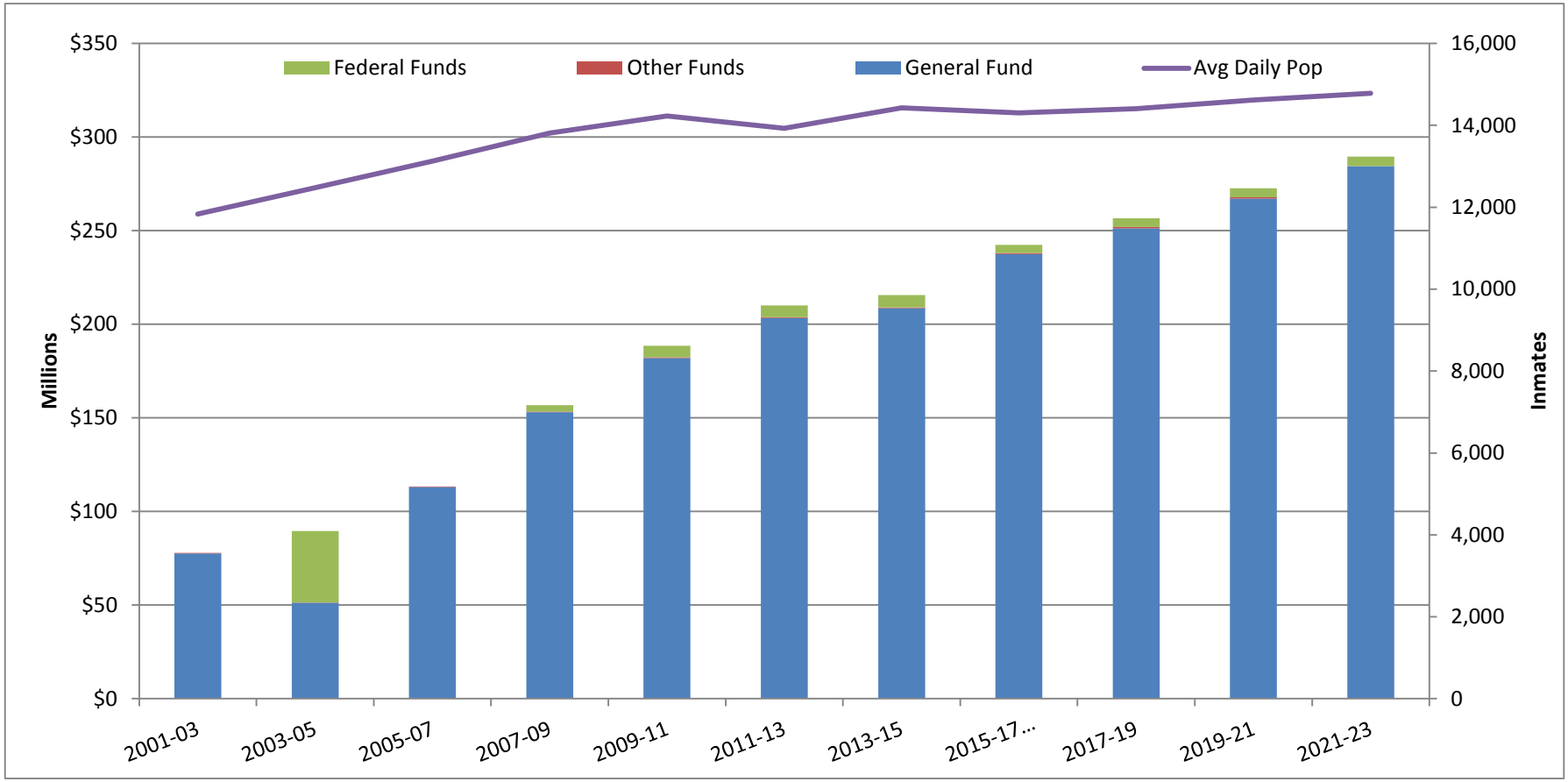
Health Services Division

Program Unit Executive Summary

a. 10 Year Plan Outcome Areas that are impacted by the program: Safety (primary) and Healthy People (secondary)

b. Primary Program Contact: Steve Robbins, Health Services Administrator

c. Total Funds Budget



d. Program Overview

The Department of Corrections (DOC) Health Services section provides constitutionally mandated medical, dental, mental health, and pharmacy services to the entire offender population 24-hours per day, 7 days a week. DOC provides a varying range of health care services at each of 14 locations and occasionally patients need to go to the hospital or see specialty providers based on the severity of their conditions.

e. Program Funding Request

In the Agency Request Budget this program is requesting $242,461,919 to continue providing constitutionally mandated medical, dental, mental health, and pharmacy services to the 14,600 adults in custody across the state's 14 prisons. This request includes funding for the following Policy Option Packages, which are described in detail later in this document:

- 101 – Electronic Health Records
- 107 – Health Services Operational Enhancements (Eliminated in Governor's Balanced Budget)

f. Program Description

DOC Health Services section provides medical, dental, mental health, and pharmacy services to the approximately 14,600 adults in custody in Oregon's prisons. To accomplish this task effectively and efficiently, the department uses a managed care model that stresses a limited benefit package, on-site primary care with coordinated care and management of diseases, controlled access to specialists and specialist procedures, restricted pharmacy medication formulary, controlled utilization, utilization review, and claims review.

For the 2013 calendar year, DOC had over one million medical encounters (an average of 88,000 per month). The vast majority, over 99 percent, of these encounters were treated on site. Less than 1 percent required offenders be transported and treated outside the prison.

DOC maintains a team of professionals that includes Physicians, Nurse Practitioners, Physician Assistants, Registered Nurses, Dentists, Psychiatrists, Mental Health Specialists, Pharmacists, as well as other licensed professionals.

The costs of delivering health care in DOC institutions are impacted by the same social and economic forces that have caused rapid increases in health care costs for employers and citizens in Oregon's communities and nationwide, including increasing costs of equipment, supplies and pharmaceuticals; changing medical community standards of care; costs to treat both on-site and inpatient hospital care; and staffing.

DOC continually reviews services provided within its institutions looking for opportunities to bring more specialists on-site, minimizing the need for off-site transport. When possible, DOC contracts with specialists to provide on-site services in areas such as OB/GYN, cardiology, urology, orthopedics, general surgery, and dialysis.

DOC has also implemented a Chronic Disease Self-Management program. Offenders diagnosed with HIV, hepatitis, diabetes, and those suffering from high blood pressure and high cholesterol are engaged in this program. Educating offenders on how to manage their chronic conditions supports empowerment and enhances the likelihood of medical compliance – both while incarcerated and after release.

Health Services contracts with Correctional Health Partners (CHP) which is a third party administrator. CHP provides DOC with access to a discounted provider network and medical care resources (i.e., hospitals and specialty care). CHP also provides case management, hospital discharge planning, daily patient progress reports, and claims processing.

Effective January 1, 2014, DOC implemented the use of Medicaid for qualified inpatient stays according to the Federal Financial Participation section of the Social Security Act. Medicaid Specialists were hired and trained to identify qualified stays and subsequently prepare and route applications. An efficient claims payment process is still being developed. In cooperation with the Oregon Health Authority and Department of Human Services, the Department of Corrections will continue to develop efficient application, claims and reporting processes. DOC will work with CFO and LFO to restate assumed savings as more data is available.

g. Program Justification and Link to 10-Year Outcome

The 10-year plan provides for an integrated system in which all professionals involved in providing services share the responsibility of managing the use of correctional medical and mental health resources to maximize public safety while minimizing cost. The DOC medical, dental, mental health and pharmacy professionals share in the responsibility to provide these services to incarcerated individuals.

Upon arrival at DOC's Intake facility, a comprehensive health assessment is completed for every offender. This assessment provides DOC with medical, dental, and mental health needs of each offender. Offenders are provided with education and counseling for general health maintenance and self- care throughout incarceration. Offenders with chronic diseases are provided information that is designed to increase their ability to monitor and manage their health status. As offenders near release they are involved in planning for successful continuity of care as they transition into their particular community setting.

All basic dental care is provided within the institutions by fully licensed dental staff. Occasional referrals to community specialists are required for procedures such as complicated wisdom tooth removal. All specialist referrals require committee review and

must be deemed medically necessary prior to scheduling. The Dental section functions under the same state and federal court benchmarks of acceptable levels of health care mentioned above.

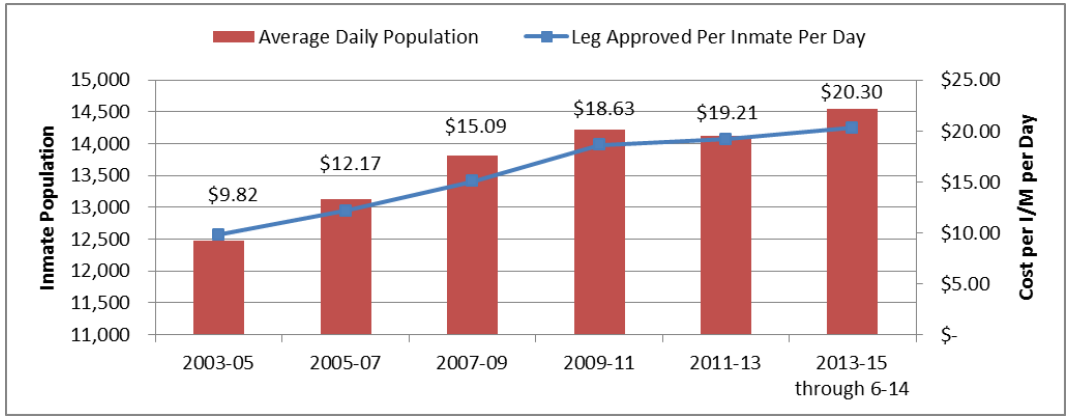
As indicated in the 10-year plan, "Behavior must be managed when a person leaves prison." This behavior management must begin while the person is incarcerated. The Behavioral Health Services section provides a range of needed assessments and treatment for offenders who are mentally ill and/or developmentally disabled. Transition planning for this population, to assist with continuity of care, is provided prior to release. National and Oregon-based research has shown these services have a major impact on improving offender functioning during incarceration (Managing Mental Illness in Prison, 2004, Brazelon Center for Mental Health Law – Building Bridges).

DOC utilizes a group purchasing organization (GPO) that includes 46 states and major municipalities to obtain pharmaceuticals at a greatly reduced price for inmates. The department has two pharmacies (Salem and Ontario) and a medical supplies distribution network to service all locations.

Upon release, eligible inmates are pre-enrolled into either Medicaid or Medicare to ensure the continuity of care. DOC also provides inmates that require medications a 30-day supply at the time of their release.

h. Program Performance

The chart below depicts the average offender daily population compared to the Health Services budgeted cost per offender per day. All offenders have access to services provided by the Health Services section.



Health Services measures performance as follows.

1. Medical / Dental / Pharmacy – Total offender care encounters that occur off-site:
   - Target = 1%, Actual = <1%
   - When offenders are cared for on-site, their pharmaceuticals and supplies are provided by Health Services.

2. Behavioral Health – Rate of Class 1 assaults on individual staff per month (rate per 1,000 employees):
   - Target = 1.5, Actual = 1.3
   - Some of the assaults are committed by seriously mentally ill offenders and the Behavioral Housing Unit was established to provide intensive treatment in an effort to further reduce the rate of assaults.

i. Enabling Legislation/Program Authorization

The U.S. Constitution's 8th Amendment provides that, "Excessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted." [Proposed by Congress in 1789 and ratified by the necessary number of states in 1791.]

ORS 423.020 (1)(d) – "Provide adequate food, clothing, health and medical care, sanitation and security for persons confined."

The legal framework for prison health care was established in the 1976 landmark decision of Estelle v. Gamble: "Deliberate indifference to serious medical needs of prisoners constitutes the unnecessary and wanton infliction of pain," Estelle v. Gamble (1976).

Additional cases followed:

- "Intentional denial to a prisoner of needed medical treatment is cruel and unusual punishment," Ramsey v. Ciccone (1970).
- "Offenders must be able to make problems known. Medical staff must be competent to examine and diagnose. Medical problems must be treated," Capps v. Atiyeh (1981).
- "Corrections officials may not lawfully make a blanket decision to deny offender's medical treatments based solely on budgetary reasons," Delker v. Maass (1996).

In the many published cases following Estelle, three basic rights have emerged: The right to access care, the right to care that is ordered, and the right to a professional medical judgment. The failure of correctional officials to honor these rights has resulted in

protracted litigation, the award of damages and attorneys' fees, and the issuance of injunctions regarding the delivery of health care services.

j. Describe the various funding streams that support the program

In the 2013-15 biennium, Health Services was primarily funded from the General Fund. Health Services receives Other Funds revenue (with limitation of approximately $600,000) as inmates reimburse the department for prosthetics and dentures ordered on their behalf.

Beginning in 2009-11, the federal funding the department receives through the State Criminal Alien Assistance Program (SCAAP) was redirected to Health Services. For 2013-15 this was approximately $6 million (partially as a result of a $2 million carryover from the prior biennium). DOC anticipates $2 million annually from SCAAP in 2015-17, for an estimated biennial total of $4 million.

k. Describe how the 2015-17 funding proposal advanced by the agency compares to the program authorized for the agency in 2013-15

During the 2013-15 biennium, Health Services will continue providing legally mandated medical, dental, mental health, and pharmacy services to the offender population 24-hours per day, 7 days a week. Over the course of the 2015-17 biennium, Health Services will explore the possibilities for implementation of the following innovative ideas:

- Further the use of technology across the system through the use of Electronic Health Records (EHR) and telemedicine with a Policy Option Package requesting EHR funding (POP 101).
- A POP requesting funding to operate the Oregon State Correctional Institution (Salem) with a 24/7 infirmary to relieve the Oregon State Penitentiary (Salem) infirmary as the only infirmary on the west side of the state, as well as Dental Services enhancements for preventative care (POP 107). (This POP was eliminated in Governor's Balanced Budget.)
- A net-zero cost POP that shifts contracted program funding to bolster needed behavioral health positions in key areas around the state (POP 114).

Program Unit Narrative

Medical Services

The state has a moral and legal obligation to provide health care for those people whom it incarcerates. The Federal courts have mandated that inmates, though incarcerated, remain entitled to basic medical care. These inmates enter the system with a lower than

average educational level, lower than average income, and a higher than average rate of illness and chronic disease. At least 12 percent have heart disease or respiratory disease; 18 percent have moderate or severe mental health problems; and up to 70 percent report alcohol or drug problems. In addition, they often have had poor prior medical care.

Health Services sees medical problems similar to any that exist in the outside community, ranging from major to minor problems, acute illnesses or injuries, to ongoing care for chronic diseases, preventative health care, and end-of-life care. The nursing staff engages in over 1,000 patient care contacts each day statewide, and the Physician/Family Nurse Practitioner/ Physician's Assistant staff provides more than 250 on-site primary care appointments each day. DOC has five institutions with on-site infirmaries with approximately 76 infirmary beds. DOC Health Services provides extensive primary care on-site and also provides appointments in the community with specialists such as cardiologists, surgeons, and gastroenterologists as needed. DOC Health Services also provides hospitalization in the community hospitals when necessary.

All DOC health care programs have passed accreditation standards set by the National Commission on Correctional Health Care (NCCHC) and are currently accredited. One of our institutions won the national "Facility of the Year" award for health care in 1994; the hospice program won the "National Program of the Year" award in 2000; and DOC maintains the same high standard of professionalism and quality health care throughout all of its institutions.

Behavior Health Services

Over the past decade, DOC has become the largest mental health care provider in the state. Approximately 50 percent of adults in custody have some level of need for mental health treatment. DOC provides several levels of mental health treatment along with individualized case management. Behavioral Health Services are targeted to inmates with severe or persistent mental illness. Short-term services are available to inmates who are not mentally ill, but who show high suicide potential, or who are experiencing other emotional distress. DOC Behavior Health Services provides intake screening, individualized case management and day treatment for inmates with mental retardation or developmental disabilities.

Dental Services

DOC has dental facilities in ten institutions. Inmates housed in facilities without dental clinics are transported to the nearest DOC facility for their dental needs. DOC dental clinics are staffed by licensed Dentists and qualified Dental Assistants, who provide approximately 14,000 dental contacts statewide in a calendar year.

Emergency treatment and relief of pain is the first priority, but other medically necessary dental services are available. These include preventative treatments, routine fillings, and construction of dentures. These other medically necessary services are based on the severity of the problem in conjunction with the length of the inmate's sentence. Inmates are also referred to specialists in the community when the services cannot be completed in the DOC dental facility (oral surgery, for instance.)

Inmates must pay for any requested treatment that is deemed to be non-medically necessary. Inmates may, however, also seek optional services through the Purchase of Care Rule, and can go to a dentist in the community. In those cases, the inmate is responsible for all costs of treatment, escorts, and transportation when seeking outside optional services. Also, inmates must pay for dentures, as they become the inmate's property.

Pharmacy & Medical Stores

The Health Services section operates Pharmacy and Medical Stores Distribution Centers in Salem (serving institutions on the west side of Oregon) and in Ontario, serving institutions on the east side. This geographic separation provides economy in distribution and professional oversight while ensuring emergency backup capabilities.

DOC Pharmacies and institutional Medication Rooms are licensed and regulated by the Oregon Board of Pharmacy and the Federal Drug Enforcement Agency. The formulary is established and regularly reviewed by a multidisciplinary Pharmacy and Therapeutics Committee. Pharmaceuticals are purchased through a 46 state buying consortium under strict state purchasing guidelines. This ensures that medications are purchased under some of the best pricing levels in the nation. Pharmacists regularly inspect institutional medication rooms to ensure compliance with policy and regulation and to provide consultation to site managers. Organized as a modified managed care system, the Pharmacy Unit currently prepares, packages, and distributes over 25,000 prescriptions per month to meet the medication needs of the system's 14,600 inmates.

DOC Medical Stores identifies, purchases, and distributes the specialized medical equipment, instruments, and supplies needed to operate the system's institutional clinical services and coordinates the purchase and repair of costly diagnostic and treatment equipment and durable medical goods. Centralized purchasing and a controlled inventory promote efficiency and help to manage costs.

Other Significant Issues

Medicaid: In January 2014, DOC began using Medicaid (via the Oregon Health Authority) to pay claims for qualified in-patient stays. At the time, the fiscal impact from HB 2087 (2013) assumed savings associated with the use of Medicaid at $12.7 million for 18 months of implementation. That estimate has already been taken as a reduction in anticipation of the program's effectiveness. As a result, the 2015-17 base budget for the Health Services Section still makes this same assumption. As actual claims data becomes available, DOC may request a modification to this reduction to more accurately reflect the savings being realized.

Hepatitis C Medication: The 2015-17 base budget assumes the use of protease inhibitors for the treatment of HEP-C, but it reflects an earlier treatment regimen that was approximately $50,000 per patient. Since that was incorporated into the 2013-15 budget as exception inflation, two subsequent treatment protocols have been created that put the current cost at $84,000 and a potential future cost in 2015-17 at $170,000 per treatment.

Aging Population: Nationwide, prison systems are seeing a growing population of inmates over 55 years of age. As referenced in a recent PEW report (State Prison Health Care Spending, July 2014), Oregon has the highest percentage of "over 55" population in the nation. In addition, prison inmates typically present physically 10 years older than their chronologic age. This aging population requires more medical resources over the term of their incarceration.

SB 843 Workgroup on Corrections Health Care Costs: SB 843 (2013) initiated a workgroup to focus on the issues surrounding the costs of correctional health care in Oregon. Recommendations were crafted and are being considered as that task force looks to complete its work in October 2014.

Proposed New Laws that Apply to the Program Unit

One of the agency's nine legislative concepts for the 2015 session falls under the leadership of Health Services.

- Legislative Concept 29100/006: HB 2087 (2013) provided DOC the opportunity to begin utilizing Medicaid for inpatient, off-site medical care for stays exceeding 24 hours. Historically, when an inmate began incarceration his/her Medicaid eligibility was terminated. HB 2087 allows for Oregon to suspend eligibility instead of terminating it, making it much easier to simply re-activate eligibility when warranted. As inmates go off-site for a qualifying event, an application is submitted and approved, allowing DOC to ask that the providers in these cases submit the claims to the Oregon Health Plan. When the inmate returns to the prison, their Medicaid eligibility is now suspended. Unfortunately, the wording in HB 2087 only allows that suspension for inmates serving 12 months or less. DOC, in cooperation with the Oregon Health Authority, has drafted a legislative concept (29100/006) to permanently suspend Oregon Health Plan eligibility (rather than terminate) for all inmates, regardless of their incarceration length.

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

Program Sub-Unit	Position/FTE		General Fund	Other Funds	Federal Funds	Total Funds
Medical	367 / 351.38		$144,956,205	$625,144	$4,437,428	$150,018,777
Dental	62 / 58.88		$16,704,581	-	-	$16,704,581
BHS	123 / 122.00		$36,475,960	-	-	$36,475,960
Pharmacy	27 / 26.19		$39,262,601	-	-	$39,262,601
Program Unit Total	579 / 558.45		$237,399,347	$625,144	$4,437,428	$242,461,919

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

Program Sub-Unit	Position/FTE		General Fund	Other Funds	Federal Funds	Total Funds
Medical	358 / 343.92		$143,150,118	$625,144	$4,437,428	$148,212,690
Dental	55 / 51.88		$15,407,327	-	-	$15,407,327
BHS	123 / 122.00		$36,306,403	-	-	$36,306,403
Pharmacy	27 / 26.19		$39,726,247	-	-	$39,726,247
Program Unit Total	563 / 543.99		$234,590,095	$625,144	$4,437,428	$239,652,667

Revenue Sources and Proposed Revenue Changes

Federal Funds: DOC receives federal State Criminal Alien Assistance Program (SCAAP) funding in the amount of approximately $2 million per year, or $4 million per biennium. That funding is assigned to the Health Services Division. As Federal Fund limitation was provided to DOC Health Services, an equal amount of General Fund was removed, for no net gain to the division. As SCAAP funding declines (it has steadily been reduced over the past six years), it will be necessary to backfill the lost revenue by replacing it with General Fund that was originally removed.

Other Funds: If they have the means, inmates can participate in elective medical care that they pay for themselves. In addition, if an inmate wants services that are deemed not medically necessary (such as dentures), they have the option to purchase those services with their own money. Because of the contractual nature of DOC's relationship with vendors, DOC utilizes General Fund for these services and then receives the reimbursement from inmates as Other Funds revenue. GF expenditures are reduced by the OF revenue that has been received.

Health Services Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

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

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. This inflation factor totals 8.5%.

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 adjustments.

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 Sources

General Fund	$4,506,110
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact

None

Revenue Sources

General Fund	$4,506,110
Other Funds	0
Federal Funds	0
Total Funds	$4,506,110

2017-19 Fiscal Impact

Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,506,110	-	-	-	-	-	4,506,110
Total Revenues	**$4,506,110**	**-**	**-**	**-**	**-**	**-**	**$4,506,110**
Personal Services							
Overtime Payments	80,778	-	-	-	-	-	80,778
Shift Differential	65,868	-	-	-	-	-	65,868
All Other Differential	185,066	-	-	-	-	-	185,066
Public Employees' Retire Cont	64,784	-	-	-	-	-	64,784
Pension Obligation Bond	521,249	-	-	-	-	-	521,249
Social Security Taxes	25,375	-	-	-	-	-	25,375
Unemployment Assessments	760	-	-	-	-	-	760
Mass Transit Tax	22,478	-	-	-	-	-	22,478
Vacancy Savings	3,539,752	-	-	-	-	-	3,539,752
Total Personal Services	**$4,506,110**	**-**	**-**	**-**	**-**	**-**	**$4,506,110**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Employee Training	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Medical Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

021 Phase-In

Package Description

Purpose
This package includes the financial impact associated with phasing in a full 24 months of the programs, services, or legislative actions that were begun during the 2013-15 biennium. Package 021 includes the added costs of programs above the 2015-17 Base Budget level, after adjustments are made for start-up costs or other one-time expenditures funded in 2013-15.

In 2013-15, the Legislatively Adopted Budget included 18 months of savings ($12,571,570) related to newly allowed Medicaid coverage for offsite, inpatient encounters that keep an inmate out of the facility for over 24 hours. This package biennializes the 2013-15 budgeted savings, inflates savings by the standard inflation rate of 3%, and adjusts the estimate to the June 2014 savings rate, which equates to estimated savings of ($15,789,730) for the 2015-17 biennium.

How Achieved
This package includes the financial impact (including inflation) for non-PICS Personal Services, Services & Supplies, Capital Outlay, and Special Payments accounts to provide for 24-month operation of positions and services brought on-line during the 2013-15 biennium. Inflation for these additional costs is also included in this package at the level prescribed by the DAS CFO.

Note: The position/FTE counts and the PICS financial impact of phased-in positions is included in the 2015-17 base budget as part of the automated budget development process. Only the incremental cost for the above mentioned non-PICS accounts is included in this package.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$(3,218,166)
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$(3,218,166)
Other Funds	0
Federal Funds	0
Total Funds	$(3,218,166)

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 021 - Phase-in

Cross Reference Name: Health Services
Cross Reference Number: 29100-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(3,218,166)	-	-	-	-	-	(3,218,166)
Total Revenues	**($3,218,166)**	**-**	**-**	**-**	**-**	**-**	**($3,218,166)**
Services & Supplies							
Medical Services and Supplies	(3,218,166)	-	-	-	-	-	(3,218,166)
Total Services & Supplies	**($3,218,166)**	**-**	**-**	**-**	**-**	**-**	**($3,218,166)**
Total Expenditures							
Total Expenditures	(3,218,166)	-	-	-	-	-	(3,218,166)
Total Expenditures	**($3,218,166)**	**-**	**-**	**-**	**-**	**-**	**($3,218,166)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

022 Phase-out Pgm & One-time Costs

Package Description

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

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,970,782
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,970,782
Other Funds	0
Federal Funds	0
Total Funds	$1,970,782

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,970,782	-	-	-	-	-	1,970,782
Total Revenues	**$1,970,782**	**-**	**-**	**-**	**-**	**-**	**$1,970,782**
Services & Supplies							
Medical Services and Supplies	1,970,782	-	-	-	-	-	1,970,782
Total Services & Supplies	**$1,970,782**	**-**	**-**	**-**	**-**	**-**	**$1,970,782**
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	1,970,782	-	-	-	-	-	1,970,782
Total Expenditures	**$1,970,782**	**-**	**-**	**-**	**-**	**-**	**$1,970,782**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$2,622,718
Other Funds	16,850
Federal Funds	197,081

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$2,622,718
Other Funds	16,850
Federal Funds	197,081
Total Funds	$2,836,649

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,622,718	-	-	-	-	-	2,622,718
Total Revenues	**$2,622,718**	**-**	**-**	**-**	**-**	**-**	**$2,622,718**
Services & Supplies							
Instate Travel	10,163	-	-	-	-	-	10,163
Out of State Travel	-	-	-	-	-	-	-
Employee Training	3,128	-	-	-	-	-	3,128
Office Expenses	29,240	-	-	-	-	-	29,240
Telecommunications	-	-	-	9,470	-	-	9,470
Data Processing	296	-	-	-	-	-	296
Employee Recruitment and Develop	115	-	-	-	-	-	115
Facilities Maintenance	2,614	-	-	-	-	-	2,614
Medical Services and Supplies	2,575,727	-	16,850	187,611	-	-	2,780,188
Other Services and Supplies	648	-	-	-	-	-	648
Expendable Prop 250 - 5000	188	-	-	-	-	-	188
IT Expendable Property	599	-	-	-	-	-	599
Total Services & Supplies	**$2,622,718**	**-**	**$16,850**	**$197,081**	**-**	**-**	**$2,836,649**
Capital Outlay							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 031 - Standard Inflation | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	2,622,718	-	16,850	197,081	-	-	2,836,649
Total Expenditures	**$2,622,718**	**-**	**$16,850**	**$197,081**	**-**	**-**	**$2,836,649**
Ending Balance							
Ending Balance	-	-	(16,850)	(197,081)	-	-	(213,931)
Total Ending Balance	**-**	**-**	**($16,850)**	**($197,081)**	**-**	**-**	**($213,931)**

Health Services Division

032 Above Standard Inflation

Package Description

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,459,580
Other Funds	9,548
Federal Funds	106,313

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,459,580
Other Funds	9,548
Federal Funds	106,313
Total Funds	$1,575,441

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 032 - Above Standard Inflation | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,459,580	-	-	-	-	-	1,459,580
Total Revenues	**$1,459,580**	**-**	**-**	**-**	**-**	**-**	**$1,459,580**
Services & Supplies							
Medical Services and Supplies	1,459,580	-	9,548	106,313	-	-	1,575,441
Total Services & Supplies	**$1,459,580**	**-**	**$9,548**	**$106,313**	**-**	**-**	**$1,575,441**
Total Expenditures							
Total Expenditures	1,459,580	-	9,548	106,313	-	-	1,575,441
Total Expenditures	**$1,459,580**	**-**	**$9,548**	**$106,313**	**-**	**-**	**$1,575,441**
Ending Balance							
Ending Balance	-	-	(9,548)	(106,313)	-	-	(115,861)
Total Ending Balance	**-**	**-**	**($9,548)**	**($106,313)**	**-**	**-**	**($115,861)**

Health Services Division

033 Exception Inflation

Package Description

Purpose
This package includes the amount above the inflation included in packages 031 and 032. Approval of an exception request by the DAS CFO is required in order to use this package.

How Achieved
Exception request number 291-01 for extraordinary inflation amounts on Medical Services & Supplies was approved by DAS. The exception rates approved are 6.6% for Medical Services, 7.5% for Behavioral Health, and 23.3% for Pharmacy. These rates are in addition to the 3.0% standard inflation in package 031, and the 1.7% above standard inflation included in package 032.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$10,012,556
Other Funds	37,070
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$10,012,556
Other Funds	37,070
Federal Funds	0
Total Funds	$10,049,626

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 033 - Exceptional Inflation

Cross Reference Name: Health Services
Cross Reference Number: 29100-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	10,012,556	-	-	-	-	-	10,012,556
Total Revenues	**$10,012,556**	**-**	**-**	**-**	**-**	**-**	**$10,012,556**
Services & Supplies							
Medical Services and Supplies	10,012,556	-	37,070	-	-	-	10,049,626
Total Services & Supplies	**$10,012,556**	**-**	**$37,070**	**-**	**-**	**-**	**$10,049,626**
Total Expenditures							
Total Expenditures	10,012,556	-	37,070	-	-	-	10,049,626
Total Expenditures	**$10,012,556**	**-**	**$37,070**	**-**	**-**	**-**	**$10,049,626**
Ending Balance							
Ending Balance	-	-	(37,070)	-	-	-	(37,070)
Total Ending Balance	**-**	**-**	**($37,070)**	**-**	**-**	**-**	**($37,070)**

Health Services Division

040 Mandated Caseload

Package Description

Purpose
Mandated caseload changes included in this package are based on caseload changes for programs that are required by the federal government, the state constitution, or court actions. Mandated caseload costs include, but are not limited to, the cost of additional staff and operating costs required to operate these programs. The April 2014 Oregon Corrections Population Forecast published by the DAS Office of Economic Analysis is the basis for actions presented in this package in the Agency Request Budget. The Governor's Balanced Budget 040 package is based on the October, 2014 caseload forecast.

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

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

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$306,440
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact

Positions	0
FTE	0

Revenue Sources

General Fund	$1,898,146
Other Funds	0
Federal Funds	0
Total Funds	$1,898,146

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Health Services
Cross Reference Number: 29100-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,898,146	-	-	-	-	-	1,898,146
Total Revenues	**$1,898,146**	**-**	**-**	**-**	**-**	**-**	**$1,898,146**
Services & Supplies							
Office Expenses	18,232	-	-	-	-	-	18,232
Facilities Maintenance	2,026	-	-	-	-	-	2,026
Medical Services and Supplies	1,877,888	-	-	-	-	-	1,877,888
Total Services & Supplies	**$1,898,146**	**-**	**-**	**-**	**-**	**-**	**$1,898,146**
Total Expenditures							
Total Expenditures	1,898,146	-	-	-	-	-	1,898,146
Total Expenditures	**$1,898,146**	**-**	**-**	**-**	**-**	**-**	**$1,898,146**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

050 Fund Shifts

Package Description

Purpose
This package requests the transfer of revenues and expenditures between fund types. The package results in no net change in total cost.

How Achieved
This package reverses the actions taken in the 2013-15 biennium by shifting Federal Funds back to General Fund. Due to the annual carry forward of federal grants received from the State Criminal Alien Assistance Program (SCAAP) during 2013-15, the 2013-15 Legislatively Adopted Budget increased the Health Services Federal Fund limitation and reduced the General Fund limitation by the same amount. This was a one-time action that allowed DOC to fully use the SCAAP grants during 2013-15. This package restores the General Fund limitation to its previous level.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$2,110,201
Other Funds	0
Federal Funds	(2,110,201)

Governor's Balanced Budget

Staffing Impact
None

Revenue Source

General Fund	$2,110,201
Other Funds	0
Federal Funds	(2,110,201)
Total Funds	$0

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 050 - Fundshifts

Cross Reference Name: Health Services
Cross Reference Number: 29100-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	2,110,201	-	-	-	-	-	2,110,201
Total Revenues	**$2,110,201**	**-**	**-**	**-**	**-**	**-**	**$2,110,201**
Services & Supplies							
Medical Services and Supplies	2,110,201	-	-	(2,110,201)	-	-	-
Total Services & Supplies	**$2,110,201**	**-**	**-**	**($2,110,201)**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	2,110,201	-	-	(2,110,201)	-	-	-
Total Expenditures	**$2,110,201**	**-**	**-**	**($2,110,201)**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	2,110,201	-	-	2,110,201
Total Ending Balance	**-**	**-**	**-**	**$2,110,201**	**-**	**-**	**$2,110,201**

Health Services Division

060 Technical Adjustments

Package Description

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

How Achieved
This package shifts Oregon Health Network General and Federal Funds costs from Health Services to Central Administation to align with where costs are accounted for in the 2013-15 biennium and going forward.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$(515,665)
Other Funds	0
Federal Funds	(325,124)

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$(515,665)
Other Funds	0
Federal Funds	(325,124)
Total Funds	$(840,789)

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Health Services
Cross Reference Number: 29100-010-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(515,665)	-	-	-	-	-	(515,665)
Federal Funds	-	-	-	(325,124)	-	-	(325,124)
Total Revenues	**($515,665)**	**-**	**-**	**($325,124)**	**-**	**-**	**($840,789)**
Services & Supplies							
Medical Services and Supplies	(515,665)	-	-	(325,124)	-	-	(840,789)
Total Services & Supplies	**($515,665)**	**-**	**-**	**($325,124)**	**-**	**-**	**($840,789)**
Total Expenditures							
Total Expenditures	(515,665)	-	-	(325,124)	-	-	(840,789)
Total Expenditures	**($515,665)**	**-**	**-**	**($325,124)**	**-**	**-**	**($840,789)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

090 Analyst Adjustments

Package Description

Purpose
This package, added by the Governor, reflects additional policy adjustments to the DOC 2015-17 Agency Request Budget.

How Achieved
This package includes an increase in the anticipated vacancy savings for the Health Services Division.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	($1,700,000)
Other Funds	0
Federal Funds	0
Total Funds	($1,700,000)

2017-19 Fiscal Impact

Vacancy savings are re-projected each biennium based on agency experience, and so this reduction in vacancy savings will not impact the 2017-19 budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**
Pkg: 090 - Analyst Adjustments | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	(1,700,000)	-	-	-	-	-	(1,700,000)
Total Revenues	**($1,700,000)**	**-**	**-**	**-**	**-**	**-**	**($1,700,000)**
Personal Services							
Vacancy Savings	(1,700,000)	-	-	-	-	-	(1,700,000)
Total Personal Services	**($1,700,000)**	**-**	**-**	**-**	**-**	**-**	**($1,700,000)**
Total Expenditures							
Total Expenditures	(1,700,000)	-	-	-	-	-	(1,700,000)
Total Expenditures	**($1,700,000)**	**-**	**-**	**-**	**-**	**-**	**($1,700,000)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

101 Electronic Health Records System (EHR)

Purpose
Policy Package 101 is requesting funding for the estimated costs associated with implementing an Electronic Health Record 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.

- Health Services Division: 0 Pos., 0 FTE, General Fund: $3,045,462

In 2014, the Correctional Health Care Costs Task Force (SB843-2013) included the "Use of Electronic Health Records Systems" as one of the primary recommendations in their report to the Ways & Means Subcommittee on Public Safety. This came after the Task Force reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact.

DOC has contracted with a consulting firm that specializes in EHR systems for correctional environments to assist in creating a detailed plan for the project and writing a statement of work (SOW) for an eventual request for proposal (RFP). Their experience has indicated that short-term implementation related complications and loss of productivity are anticipated, but that DOC and the State of Oregon will reap long-term benefits 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 our system and release to the community, and the utilization of available data that will positively impact both the strategic and operational decision making processes inside and outside DOC.

A project of this size includes two financial components: an on-going subscription cost for software as a service, and the one-time cost related to start-up and implementation. The 2015-17 subscription cost for EHR is estimated at $2.3M with additional one-time start-up equipment and training needs estimated at $750,000.

How Achieved
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 healthcare 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.

- **Decreased 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.

Staffing Impact

Positions	0
FTE	0.00

Quantifying Results

EHR will increase our quality of care, augment staff productivity, and improve efficiency of our 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.

Agency Request Budget

Revenue Sources

General Fund	$3,045,462
Other Funds	0
Federal Funds	0
Total Funds	$3,045,462

Governor's Balanced Budget

Revenue Sources

General Fund	$3,045,462
Other Funds	0
Federal Funds	0
Total Funds	$3,045,462

2017-19 Impact

The $750,000 start-up funds requested in this package include $450,000 for one-time equipment. The remaining $2.6M is a combination of an on-going subscription cost, training, and professional services that will become part of the base budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 101 - Electronic Health Records | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	3,045,462	-	-	-	-	-	3,045,462
Total Revenues	**$3,045,462**	**-**	**-**	**-**	**-**	**-**	**$3,045,462**
Services & Supplies							
Employee Training	100,000	-	-	-	-	-	100,000
Data Processing	2,295,462	-	-	-	-	-	2,295,462
Professional Services	200,000	-	-	-	-	-	200,000
Medical Services and Supplies	-	-	-	-	-	-	-
IT Expendable Property	450,000	-	-	-	-	-	450,000
Total Services & Supplies	**$3,045,462**	**-**	**-**	**-**	**-**	**-**	**$3,045,462**
Total Expenditures							
Total Expenditures	3,045,462	-	-	-	-	-	3,045,462
Total Expenditures	**$3,045,462**	**-**	**-**	**-**	**-**	**-**	**$3,045,462**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

103 Staffing: New Initiatives & Existing Workload

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

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

Purpose
During the last two biennia, the Oregon Department of Corrections (ODOC) has been required to reduce the amount of management service employees and to reduce overall budgets. The addition of these new positions will provide the department the necessary resources to meet the full-time workload that exists and fulfill requirements regarding new initiatives.

Health Services Administrator
The Oregon Department of Corrections (ODOC) Health Services Division is comprised of highly skilled medical professionals, specialized equipment, complex IT systems, supply warehouses, multiple pharmacies and distribution networks, and has a biennial General Fund budget exceeding $200 million. With 559 positions that include medical and mental health providers, pharmacists, registered nurses, management teams, and business support personnel, Health Services has a physical presence in every prison in the state – providing medical, mental health, dental and pharmaceutical care to over 14,500 patients on a daily basis. While providing care to the inmate population results in significant expense, it also presents considerable legal risk to the agency and the State.

Assisting in navigating all of the systems, personnel issues, patient care challenges, accreditation compliance and complex contracting issues are a team of Assistant Administrators and Chief Medical Officers who oversee each of the Medical, Behavioral Health, Dental and Pharmacy units to insure that strategic initiatives are met and tactical implementation is facilitated on a daily basis. In 2007, ODOC felt that a Health Services Administrator role was necessary to oversee all Health Services operations and filled that role in an unbudgeted capacity. Since that time, the Division has grown significantly and the agency feels it is critical to face the issues of cost control, risk management, organizational structure and information technology implementation with a fully funded position of Health Services Administrator in place.

How Achieved

Health Services Administrator

ODOC is asking to formally fund a Principal Executive Manager H (Health Services Administrator) position to oversee the Health Services Division.

Staffing Impact

Positions	1
FTE	1.00

Quantifying Results

Health Services Administrator

Result will be achieved when funding is received for this position.

Agency Request Budget

Revenue Sources

General Fund	$301,856
Other Funds	0
Federal Funds	0
Total Revenue	$301,856

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

BUDGET NARRATIVE

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget and so it will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

107 Health Services - Operational Enhancements

Purpose

There are two components to this policy package: 1) Twenty four hour medical coverage at OSCI and 2) Dental Service Improvements.

1. Currently, the only male infirmary beds available on the west side of the state are located at the Oregon State Penitentiary (OSP) in Salem. Infirmary beds require 24/7 staffing, something that only OSP provides for the male population in the Willamette Valley. This causes a severe strain on the Department of Corrections' (DOC) health care system, because patient acuity continues to increase across the state and services are both more readily available and less expensive in the Valley. As a result, OSP has reached capacity in their infirmary.

   Expanding medical staffing to 24-hour coverage at the Oregon State Correctional Institution (OSCI), also in Salem, will maximize access to services, assist with cost containment, and would be critical to the success of realigning beds based on the needs of the inmate population. The Portland/Salem metropolitan areas are prime drivers for this realignment, as they provide better access to psychiatric services and medical specialty care, more significantly discounted hospital rates, and require less transporting of inmates (particularly out of state).

2. The Department of Corrections (DOC) currently provides limited preventative dental services, which is inconsistent with the community standard of care. DOC advocates reorganization of the dental section and added staffing strategically placed in two pilot locations in order to move the department closer to the community standard. By managing these clinics differently and adding staff strategically, the department will be able to improve the scope of care.

   There is a collective shortage of clinic space and dental auxiliary staff within the DOC institutions, resulting in unconventional use of dentist work time. Within the DOC, dentists generally perform duties more effectively performed by auxiliary staff such as dental assistants, dental hygienists, and dental office managers. This results in a significantly reduced amount of time for direct chair side procedures that may only be performed by the dentist. This package reorganizes Dental Services to be more efficient within the allocated space by adding a limited number of new auxiliary staff. The additional staff will facilitate an improved level of preventative services that will bring DOC closer to the community standard of care, which will reduce exposure due to gaps in service. The addition of staff, coupled with space limitations, will likely cause DOC to revise clinic schedules and utilize extended hours of service.

How Achieved

1. DOC proposes expanding medical staffing coverage to 24 hours, 7 days per week at OSCI. DOC requests 8 additional staff (6.46 FTE) as follows: one Nurse Manager (1.0 FTE), five Registered Nurses (4.1 FTE) (one 24/7 post), one Office Specialist 2, and one partial-FTE (.36 FTE) Medical Records Specialist (both support positions to help with the increased complexity of patient medical records as acuity increases). By adding this staffing and becoming a 24/7 medical operation, it allows OSCI to accommodate higher acuity patients (higher than they currently can handle) and convert existing beds (possibly OSCI Unit 13) to convalescence/step-down beds. The OSP Infirmary would then be utilized for only the highest acuity patients and OSCI would provide a slightly lower level of infirmary level acute care that still requires uninterrupted coverage while allowing the patients to remain in the Willamette Valley.

2. With additional staff, Dental Services will be able to restructure the flow of the dental clinics and more effectively allocate the use of staff resources in any given location. Dental Services intends to pilot this community model at Two Rivers Correctional Institution (TRCI) in Umatilla and the Oregon State Penitentiary (OSP). Dental Services needs to: 1) hire three additional Dental Assistants which will improve the efficiency of the Dentists; 2) hire two Support Services Supervisor 3 positions to work as Dental Office Managers who will orchestrate patient flow and supervise the dental assistants, and 3) hire two Dental Hygienists (the DOC Dental Program does not have position authority to hire Dental Hygienists in the current staffing pattern; however, the preventative services they will provide are crucial).

   By hiring these additional auxiliary staff, DOC will enhance dental care and be in a much better position to adequately provide the required services at these locations. We expect to gain efficiency and will provide a level of care more closely aligned with the mandated community standard.

Staffing Impact

Positions	15
FTE	13.46

Quantifying Results

1. This proposal would allow DOC to control some higher costs created by inmate patients who are currently required to stay hospitalized longer than necessary due to a limited number of west side infirmary beds.

2. DOC will provide the full range of services prescribed by the community standard, and will provide preventative care to a greater number of patients in these pilot locations that will become a model for future clinic design and operation.

Agency Request Budget

Revenue Sources

OSCI 24-hour medical coverage	
General Fund	$1,281,358
Other Funds	0
Federal Funds	0
Dental Improvements	
General Fund	$1,117,744
Other Funds	0
Federal Funds	0
Total Package 107	
General Fund	$2,399,102
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Revenue Sources

OSCI 24-hour medical coverage	
General Fund	$0
Other Funds	0
Federal Funds	0
Dental Improvements	
General Fund	$0
Other Funds	0
Federal Funds	0
Total Package 107	
General Fund	$0
Other Funds	0

Federal Funds	0
Total Funds	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget, and so it will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 107 - Health Services - Operational Enhancements | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Tsfr From Dept Post-Secondary Education	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 107 - Health Services - Operational Enhancements | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services

114 Health Services BHS Service Change

Purpose
The DOC Behavioral Health Services (BHS) unit of the Health Services Division has identified opportunities to realign resources within the existing budget that will improve inmate mental health care and maintain important programs as the department ends its long-standing relationship with a vendor.

How Achieved
The following needs have been identified that will allow DOC to meet the needs of increasing mental health acuity throughout the prison population across the state:

- **Intake**: The initial assessment of inmates as they enter the state prison system is a critical component in determining treatment plans, inmate placement, and case management targeted at reducing recidivism. Not only is the Intake Center at Coffee Creek Correctional Facility physically removed from other BHS units, it also experiences its own set of unique challenges that require critical oversight. DOC BHS is proposing the creation of a new PEMD BHS Intake Manager position that can accomplish this oversight and eliminate the need for existing BHS managers located in other buildings (and managing other caseloads) to split their duties to include Intake. This will be done at no cost by realigning existing contract dollars to this purpose.

- **Special Population Management**: With the creation of the special mental health housing unit (SMH) at the Oregon State Penitentiary (OSP), DOC now has three distinct mental health units that manage complex challenges for a unique population of inmates. Comprised of the Behavioral Health Unit (BHU), Mental Health Infirmary (MHI) and Intensive Care Housing (ICH), a range of treatment teams and security arrangements exist that cover the spectrum of severely mentally ill (SMI) inmates from those that will hurt others, themselves, or who are in the process of trying to reintegrate back into General Population. Having operated this configuration for the past several years, DOC has determined that each unit has unique enough challenges that warrant managers to oversee the Qualified Mental Health Professionals (QMHP) assigned to each specific unit. Existing staffing includes a manager for MHI, but the BHU and ICH units are operating while trying to share a manager. DOC proposes the creation of a PEMC position specifically to manage the ICH unit, so that BHU can also have its own manager. This will be done at no cost by realigning existing contract dollars to this purpose.

- **Clinical Training**: The advent of the new (July 2013) Diagnostic and Statistical Manual for Mental Disorders #5 (DSM-5) requires agency providers to learn a new system of assessment and classification. The American Psychiatric Association made dramatic and controversial changes to the system of diagnostic classification, criteria for mental disorders. This changes the

application and diagnostic process for all providers and the case management services for inmates with developmental disabilities will be assumed by the agency's current system of providers.

- Developmental Disability (DD) is a neurocognitive disorder and agency providers will require specialized training to effectively work with this population. In addition, external stakeholders (Governor's work group) have engaged DOC in conversations about the identification and treatment of inmates with Traumatic Brain Injury. This would also require specialized training for all providers. An increase in identification of people worldwide with autism spectrum disorder (Asperger's, pervasive developmental delay) has created requests (from security) for training within DOC for working successfully with this population.

- For the past several biennia, DOC has contracted for program services to serve the DD population, but that agreement is terminating as of June 30, 2014. It is critical that DOC continue this important program by some other means.

- DOC proposes the addition of a Qualified Mental Health Professional position to take on the work previously provided by contract. In addition, DOC proposes the creation of a PEMD Training Manager to oversee the substantive increase in training volume and complexity resulting from DSM-5 implementation. This can be accomplished at no cost by realigning existing contract dollars to this purpose.

How Achieved
Through both the termination of the existing DD contract and redirecting funding for three other smaller contracts, the important positions listed above can be funded at no cost by shifting $823,945 from Services and Supplies to four positions, 4.00 FTE, in Personal Services.

Staffing Impact

Positions	4
FTE	4.00

Quantifying Results
Results will be achieved through the establishment and corresponding funding of the requested positions.

Agency Request Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0

Total Revenue	$0

Governor's Balanced Budget

Revenue Source

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget and so it will not become part of the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 114 - Health Services - BHS Service Change | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Personal Services							
Class/Unclass Sal. and Per Diem	474,792	-	-	-	-	-	474,792
Empl. Rel. Bd. Assessments	176	-	-	-	-	-	176
Public Employees' Retire Cont	92,728	-	-	-	-	-	92,728
Social Security Taxes	36,321	-	-	-	-	-	36,321
Worker's Comp. Assess. (WCD)	276	-	-	-	-	-	276
Mass Transit Tax	2,849	-	-	-	-	-	2,849
Flexible Benefits	122,112	-	-	-	-	-	122,112
Total Personal Services	**$729,254**	**-**	**-**	**-**	**-**	**-**	**$729,254**
Services & Supplies							
Instate Travel	6,292	-	-	-	-	-	6,292
Employee Training	-	-	-	-	-	-	-
Office Expenses	29,068	-	-	-	-	-	29,068
Data Processing	2,452	-	-	-	-	-	2,452
Medical Services and Supplies	(794,414)	-	-	-	-	-	(794,414)
Other Services and Supplies	4,856	-	-	-	-	-	4,856
Expendable Prop 250 - 5000	12,196	-	-	-	-	-	12,196
IT Expendable Property	10,296	-	-	-	-	-	10,296
Total Services & Supplies	**($729,254)**	**-**	**-**	**-**	**-**	**-**	**($729,254)**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Health Services**

Pkg: 114 - Health Services - BHS Service Change | **Cross Reference Number: 29100-010-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							4
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**4**
Total FTE							
Total FTE							4.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.00**

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
1500121	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500122	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500123	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	02	4,518.00	108,432				108,432
								60,113				60,113
1500124	AAONC6720	WA PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	02	4,803.00	115,272				115,272
								61,972				61,972
		TOTAL PICS SALARY						474,792				474,792
		TOTAL PICS OPE						251,613				251,613
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	4	4.00	96.00			726,405				726,405

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-010-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Federal Revenues	-	252,657	252,657	91,109	91,109	-
Charges for Services	224,499	19,000	19,000	11,989	11,989	-
Fines and Forfeitures	91,609	85,000	85,000	43,916	43,916	-
Sales Income	34,929	30,000	30,000	26,436	26,436	-
Other Revenues	579,446	450,000	450,000	395,000	395,000	-
Total Other Funds	**$930,483**	**$836,657**	**$836,657**	**$568,450**	**$568,450**	**-**
Federal Funds						
Federal Funds	5,352,117	6,632,064	6,632,064	6,505,902	6,505,902	-
Total Federal Funds	**$5,352,117**	**$6,632,064**	**$6,632,064**	**$6,505,902**	**$6,505,902**	**-**

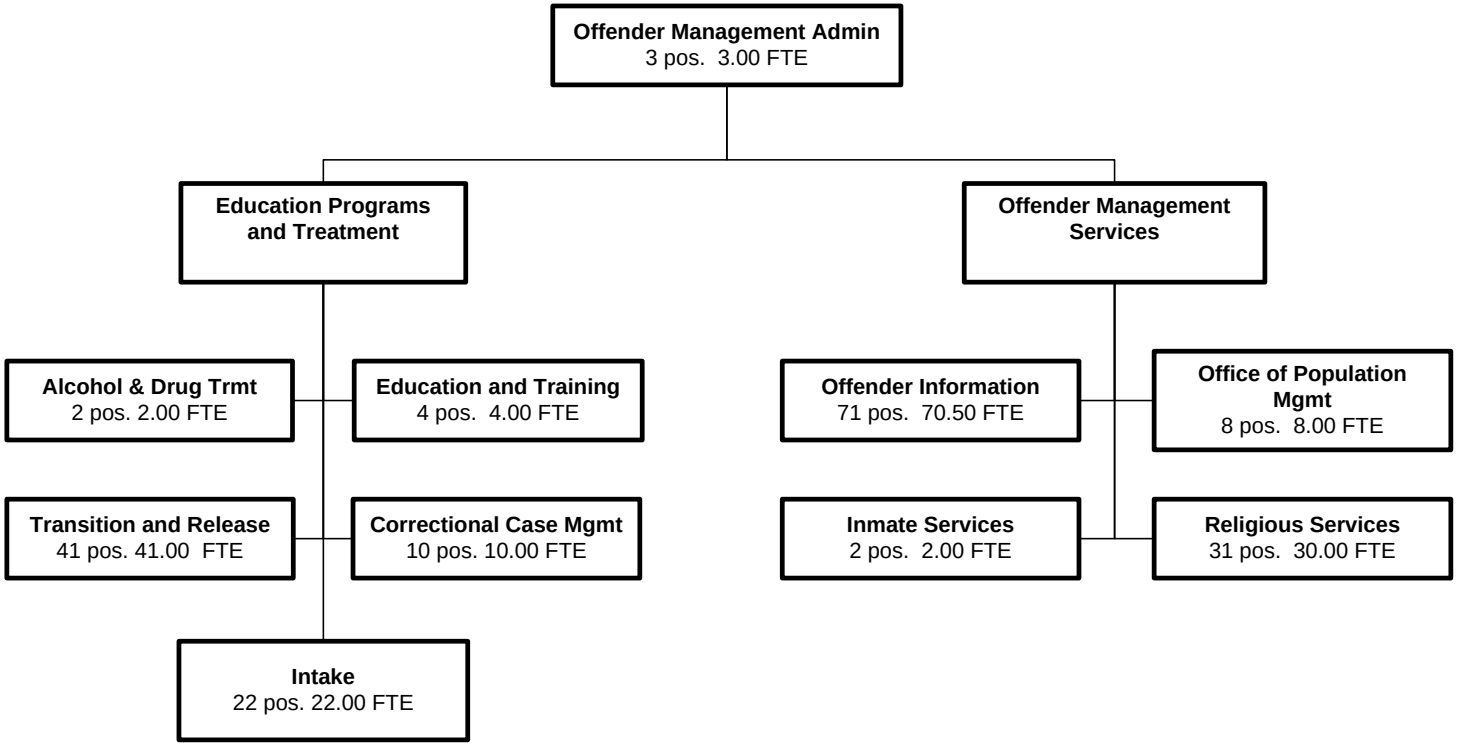
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Social Security reporting incentive	Other	0355	$0	$252,657	$0	$91,109	$91,109	$0
Charges for Services	Other	0410	224,499	19,000	13,922	11,989	11,989	0
Restitution for medical services	Other	0505	91,609	85,000	90,884	43,916	43,916	0
Sale of photocopies	Other	0705	34,929	30,000	37,798	26,436	26,436	0
Personal medical equipment reimbursement	Other	0975	579,446	450,000	783,587	395,000	395,000	0
State Criminal Alien Assistance Program (SCAAP) grant and Oregon Health Network	Federal	0995	5,352,117	6,632,064	5,125,497	6,505,902	6,505,902	0

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2013-15 Current Legislatively Approved Budget

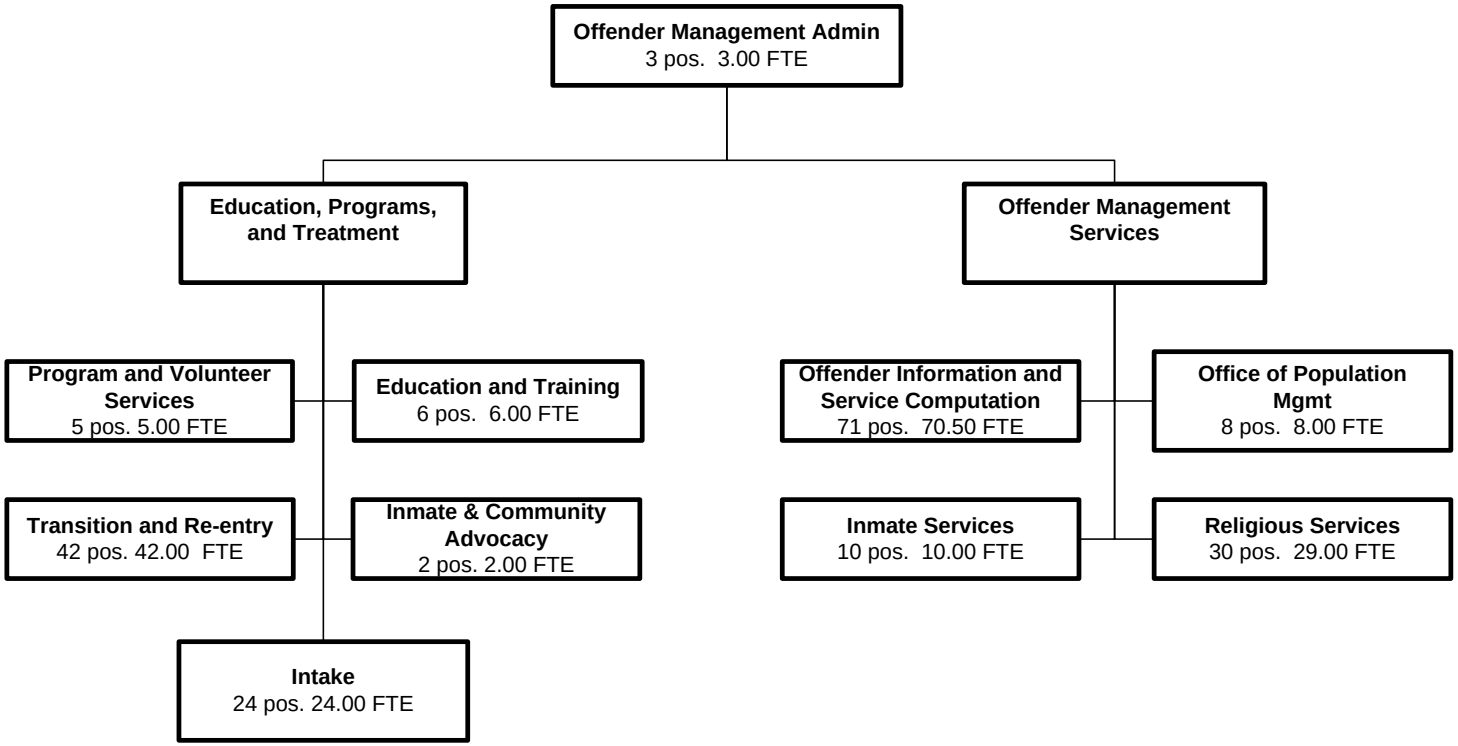


Total Positions: 194
FTE: 192.50

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2015-17 Agency Request Budget

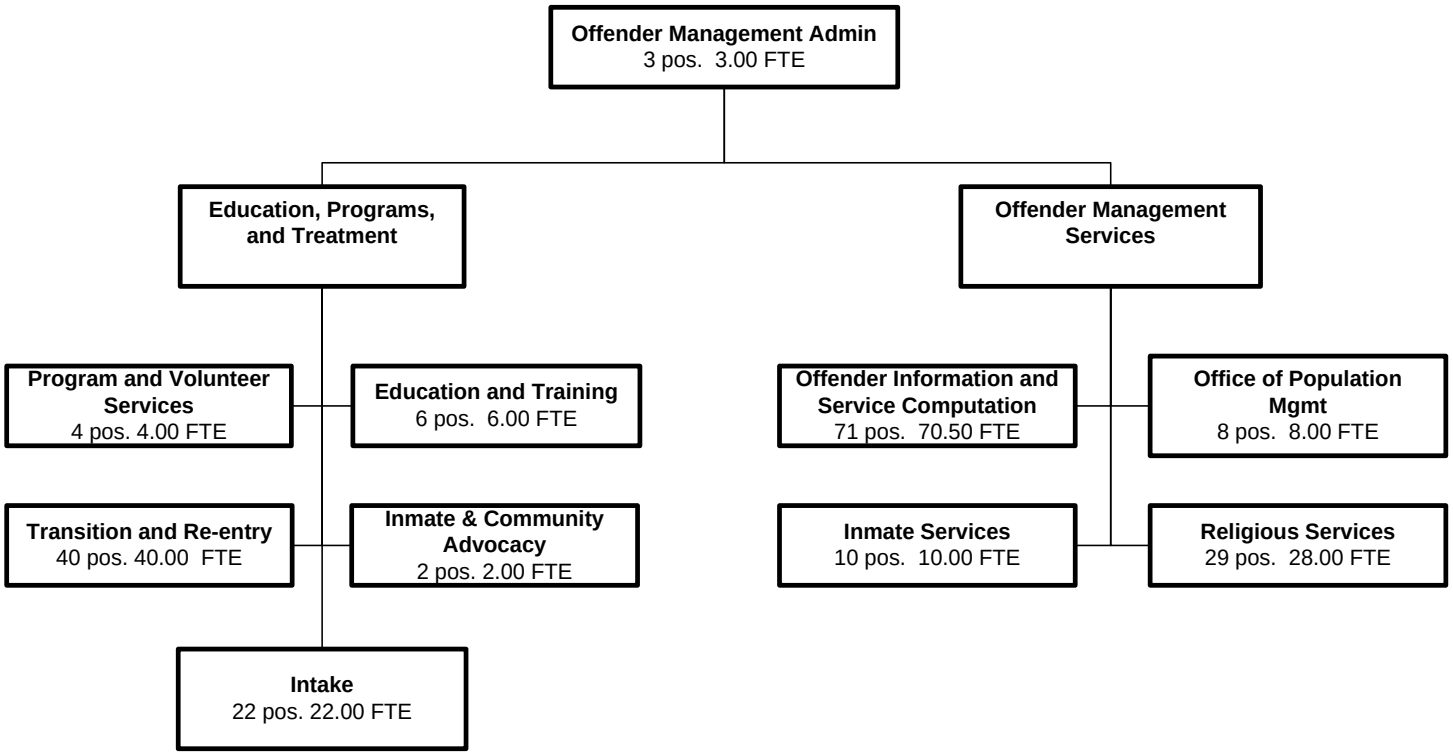


Total Positions: 201
FTE: 199.50

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2015-17 Governor's Balanced Budget



Total Positions: 195
FTE: 193.50

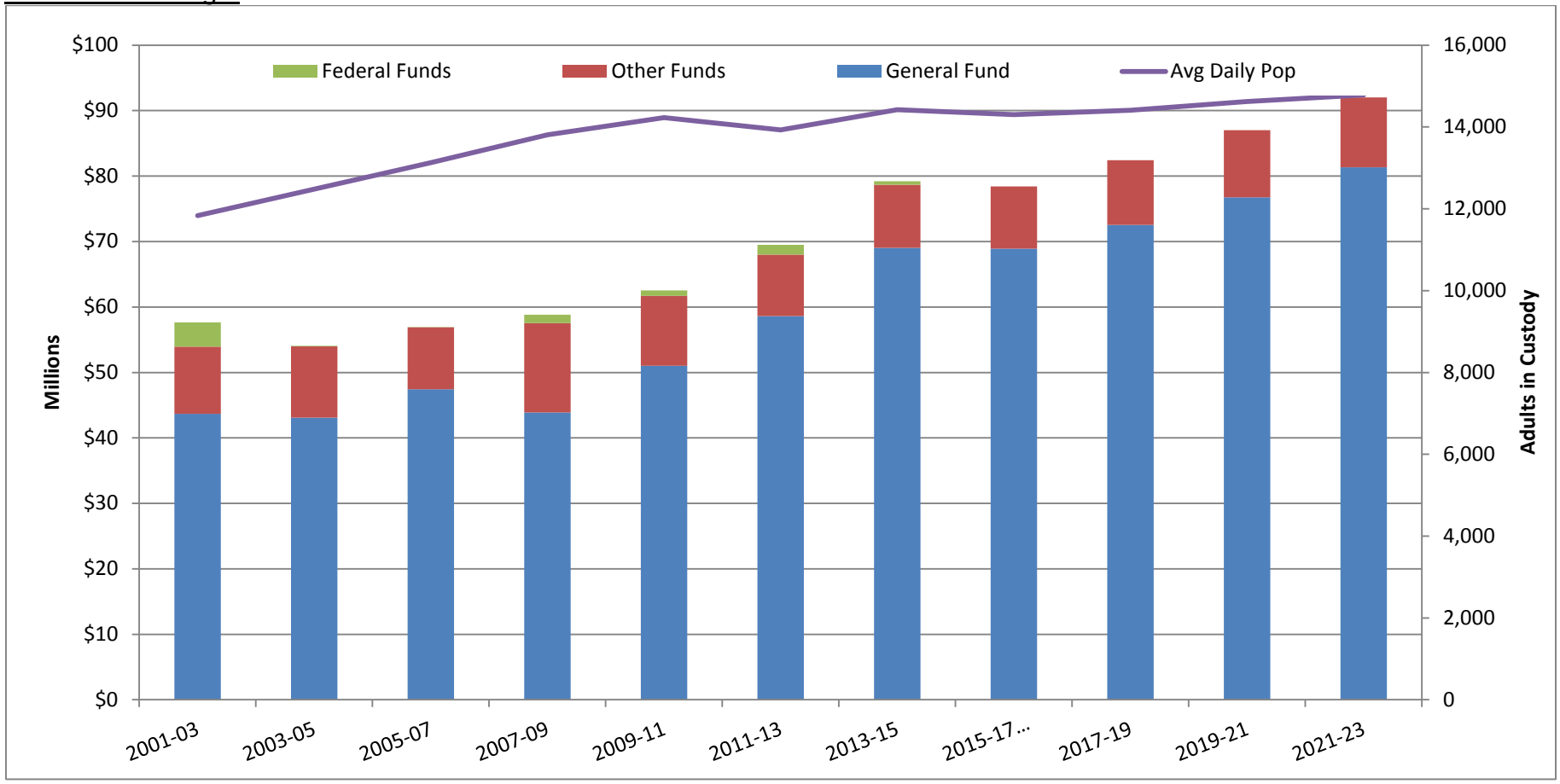
Offender Management & Rehabilitation Division

Program Unit Executive Summary

a. 10 Year Plan Outcome Area: Safety

b. Primary Program Contact: Kim Brockamp, Assistant Director for Offender Management and Rehabilitation

c. Total Funds Budget



d. Program Overview

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

e. Program Funding Request

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

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

- 103 – Staffing: New Initiatives and Existing Workload (Eliminated in Governor's Balanced Budget)
- 108 – Education – GED Fees and Inflation Restoration (Eliminated in Governor's Balanced Budget)
- 110 – Technology Infrastructure (Eliminated in Governor's Balanced Budget)
- 111 – Staff Enhancements to Address Workload (Eliminated in Governor's Balanced Budget)

f. Program Description

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

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

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

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

g. Program Justification and Link to 10-Year Outcome

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

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

Council was established to work collaboratively across agencies and organizations far beyond the criminal justice system to identify and minimize barriers to successful re-entry.

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

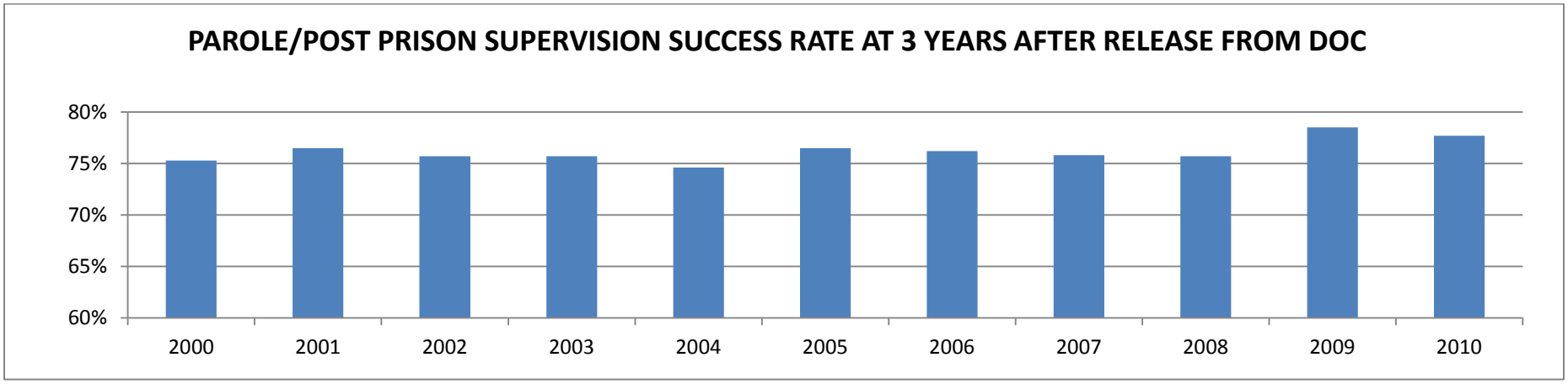
A review of the 2006 Washington State Institute for Public Policy study, “Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice costs, and Crime Rate” finds that offenders participating in evidence-based programs offered in prison recidivate at a statistically significant lower rate as compared to non-participants. Education, alcohol and drug treatment, cognitive behavioral therapy and vocational training in prison are among the programs mentioned in the study that reduce recidivism, leading to the outcome of less crime and lower incarceration rates thus a reduction in costs for Oregonians. National research also indicates that evidence-based interventions that target criminogenic needs as well as to offenders with a moderate to high risk of committing new crimes produce better outcomes for both the offenders and the community. Lastly, according to the Oregon Criminal Justice Commission (CJC), each percent reduction in prison bed use (each percentage in recidivism reduction) saves $4.3 million dollars in taxpayer and victim costs.

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

h. Program Performance

Quality Metric – Recidivism

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



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

The department uses the Level of Service/Case Management Inventory (LS/CMI), which is a validated assessment tool, to determine inmates' risk to recidivate and to identify criminogenic risk factors. Programs are then targeted to adults in custody based on their risk to reoffend and their risk factors. This measure shows the percentage of adults in custody who receive an LS/CMI assessment before they transfer from Intake to their first housing institution.

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

Quantity Metric – Case Plan Compliance

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

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

Quantity Metric – Medium/High Risk Inmates Offered Treatment

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

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

Quality Metric – Successful Treatment Completions

This measure shows the percentage of releasing inmates during each fiscal year that successfully completed a treatment program. Process changes and internal management restructuring resulted in a higher number of low risk inmates participating in treatment between 2012 and 2014, which accounts for the percentage decline in those years. Additionally, the treatment programs have struggled to adjust to increased participation from adults in custody with co-occurring mental health needs. As the treatment programs enhance their capability to treat adults in custody with mental health acuity and with the department's refocusing of resources toward the medium and high risk offenders, future performance numbers should trend upward.

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

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

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

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

Quality Metric – Successful Cognitive Behavioral Change Program Completions

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

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

Quality Metric – Percent of Releasing Inmates Completing Parenting Programs

A recent DOC research study found that adults in custody who underwent parenting training while in prison were 95% less like than those in a control group to report criminal activity in the year following the training. Additionally, women were 59% and men 27% less likely to be arrested one year after their release from prison. Parenting programs are voluntary programs and therefore this measure shows the number of releasing inmates during each fiscal year who participated in a parenting program prior to their release from custody.

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

Quantity Metric – Percentage of Releasing Inmates Completing GED's

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

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

Quantity Metric – Percentage of Releasing Inmates Completing Transition Classes

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

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

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

Measure Name	Measure Calculation	Target	January 2014 QTR	May 2014 QTR	July 2014 QTR
Birth Certificates & Social Security Cards	Percent of inmates releasing with birth certificates and replacement social security cards	≤49%	58.60%	37.46%	39.10%
All inmate visits	Percent of inmates within 3 years of release who receive visits	70%	66.6%	33.5%	36.7%
Friends and family visits	Percent of all inmates who receive visits from friends and family	70%	2,615	2,924	2,199
Volunteers	Number of active volunteers	2,750	87.60%	84.54%	78.00%
Telmate phone contacts	Number of Video Interactive Phone (VIP) Calls	7,850	7,684	8,476	5,969
Inmates using Telmate	Number of inmates participating in VIP Calls	2,400	2,227	2,974	1,697

i. Enabling Legislation/Program Authorization

- **U.S. Constitution, 14th Amendment; Case Law: Bounds v. Smith** Mandates inmates' rights to use law libraries & legal resources and mandate that prisons provide such legal resources.
- **137.225** Mandates the sealing of an inmate's record if court ordered.
- **137.310** Authorizes execution of sentencing judgments, entry of escape warrants & release of inmates with completed DOC sentences to counties with unexpired county sentences.
- **137.320** Authorizes establishment of case file & sentence calculation per ORS 137.370.
- **137.750; 137.751** Authorizes DOC to allow inmates in programs and apply earned time if ordered in the sentencing judgment (short-term transitional leave, AIP, 2nd look conditional release, work release)
- **137.775; 179.375; Oregon Constitution (Article 1; Bill of Rights – Sec. 2 &3); Religious Land Use & Institutionalized Persons Act of 2000 (RLUIPA)** Mandates protection of inmates' religious liberty and that DOC provide adequate chaplaincy services to inmates.
- **182.525** Mandates that 75% of program funding be for evidence-based programs.
- **144.096; 137.375** Mandates release plan contents & timelines; Authority to adjust release date prior to a weekend or holiday.
- **144.260** Mandates notification to the District Attorney & sentencing Judge 30 days prior to an inmate's release from DOC.
- **179.040(2)(b)** Authorizes DOC to enter into agreements for services of all kinds, including personal services contracts designated under ORS 279A.055.
- **181.603** Mandates notification to sex offenders of their obligation to register as sex offender.
- **181.800 – 181.801** Mandates a sex offender risk assessment tool for use in classifying sex offenders into one of three risk levels; mandates DOC conduct sex offender risk assessment before certain persons are released from the department's custody. **343.041; Federal Law 34 CFR, Part 300.11; Individuals with Educational Disabilities (IDEA) Act of 2004;** Mandates evaluation/services to individuals with educational disabilities.
- **420A.203; 420A.206** Mandates DOC's procedures for 2nd Look conditional releases &court filing responsibilities; Release plan timeline requirements.
- **421.081- 421.084** Mandates adult basic education, English as a second language & preparation for the GED.
- **421.120** Mandates eligibility criteria & formula for calculation of good time & extra good time; authority to establish rules for application, retraction & restoration of the time.

- **421.121** Mandates earned time eligibility requirements and maximum amount of time credits allowed; authority to establish rules for application, retraction & restoration of time.
- **421.166** Mandate to establish an emergency leave program.
- **421.168** Mandate to establish a short-term transitional leave program.
- **421.504** Mandate to establish cognitive-based alternative incarceration program (AIP).
- **421.506** Mandate to establish an intensive AIP addiction program.
- **421.508; 421.510** Mandates certain eligibility requirements for inmates to participate in AIP and authorization requirements for an inmate's release to non-prison leave and release to post-prison supervision upon completion of the program in accordance with ORS 137.751.
- **423.020(1)(e)(2); Oregon Constitution (Article 1 – Sec. 41)** Mandates DOC to provide work or training programs to inmates who are motivated, capable & cooperative and to provide alcohol & drug treatment to those inmates whose addiction is preventing their effective participation in work or training programs.
- **423.085** Mandates the establishment of an Administrator of correctional education position with the mandate to plan, design & implement the correctional education system required in ORS 421.081. Authorizes the use of contracts for delivery of the education system and that all appropriated money for general, professional & technical education instruction be expended for those purposes only.
- **423.150 (BM57)** Mandates DOC to provide treatment services to drug-addicted persons who are at a high or medium risk of reoffending & who have moderate to severe treatment needs; Mandates use of an actuarial risk assessment tool to determine treatment eligibility.
- **476.730** Mandates notification to the State Fire Marshal & Department of State Police of an inmate's release or escape if incarceration is for an arson crime.
- **802.087** Mandates ODOT and DOC enter into agreements and jointly adopt rules to assist inmates to obtain a driver license or identification card prior to their release from DOC.

j. Funding Streams

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

k. Comparison and Proposed Funding Changes from 2013-2015

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

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

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

Program Unit Narrative

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

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

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

Upon admission to DOC, offenders receive a variety of assessments. The department also applies a criminal risk assessment tool to

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

Offender Management and Rehabilitation Administration

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

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

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

Intake

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

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

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

Offender Information and Sentence Computation Unit

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

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

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

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

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

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

Office of Population Management

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

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

OPM case manages adults in custody housed at the OSH, OYA, and other federal, state and county jurisdictions. In addition, OPM is responsible for the completion of all administrative reviews regarding inmate placement and earned time credit as well as approving

classification overrides, screening for treatment placement, conducting sex offender risk assessments, and coordinating with U.S. Immigration and Customs Enforcement and other external agencies.

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

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

Programs and Volunteer Services Unit

The Programs and Volunteer Services Unit is responsible for the overall planning, coordination and management of the department's treatment and behavioral change programs along with the statewide volunteer program. DOC contracts with numerous private agencies to deliver intensive treatment services and behavioral change programs throughout the prisons across the state.

Treatment Programs

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

Behavioral Change Programs

The department provides behavioral change programs, which include cognitive restructuring and parenting programs. Cognitive restructuring programs serve individuals who are assessed with moderate to high levels of criminality, antisocial attitudes, criminal associates and are the highest risk to reoffend. These skill building programs are offered at 12 institutions across the state and are

designed to help adults in custody examine attitudes, values, belief systems and thinking patterns that led to their criminal behavior and to replace them with pro-social skills that lead to successful re-entry. The Pathfinders cognitive restructuring program uses role plays and graduated practices in order to emphasize using newly acquired skills to increase pro-social interactions and reduce future criminal behavior.

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

Volunteer Services

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

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

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

Education and Training Unit

The Education and Training Unit (ETU) is responsible for providing a continuum of Adult Basic Skills Development (ABSD), Work-Based Education (WBE) programs, and apprenticeship training opportunities to adults in custody housed across DOC facilities. The ABSD

programs are required by ORS 421.084 and the federal Individuals with Disabilities Education Act (IDEA) and include: English as a Second Language (ESL), Adult Basic Education (ABE), General Educational Development (GED), and Special Education. Each of these program interventions target one or more of an inmate's criminal risk factors as identified on their case plan.

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

Adult Basic Skills Development

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

Work-Based Education

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

Apprenticeship and Work Skills

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

electrical license. After achieving journeyman status, adults in custody apply their skills by working in physical plants, correctional industries, inmate work programs, and WBE programs.

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

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

- Historically, the ETU budget has received the standard 3% professional services inflation rate. However, administrative reductions in the overall DOC budget resulted in a lack of inflation increases for the ETU budget the past several biennia. The absence of inflation increases as well as increased educational instruction costs through the community college contracts has resulted in a 12% decline in the number of adults in custody who received education services between the 2009-2011 and 2011-2013 biennia. On January 1, 2014 GED Testing Service moved from a pencil and paper GED test to a computer based model that now aligns with the College and Career Readiness Standards for Adult Education (a subset of the Common Core State Standards).
- GED Testing Service's decision to move to a computer-only based testing model was implemented to help improve the measurement of students' skills and concepts that cannot be appropriately captured with a paper/pencil test. It also allows for more efficient and accurate collection of data. The new test format and content is anticipated to be more challenging for corrections students than the previous test resulting in an increased need for future technology and equipment updates. This move to a computer-based model has created a cost increase to DOC for both the official GED test as well as the predictor tests that precede the official test. Additionally, due to an unavoidable delay in implementing the computer-based GED format, adults in custody were not able to take their GED tests during the first six months of 2014. This delay is anticipated to create a future drop in the performance numbers for DOC regarding the number of GED completions each fiscal year.

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

Religious and Victim Services

Religious and Victim Services provides a wide continuum of faith-based services including worship services, meditation, religious study and music programs, anger management, serious illness/death notifications, pastoral counseling opportunities to meet the constitutional and legal mandates of the U.S. Constitution, Oregon State Constitution, federal and state legislation, and case law. Through the Home for Good in Oregon (HGO) faith-based re-entry program, Religious Services provides pre and post-release transitional support for those adults in custody seeking a connection to a faith community or mentor. This program sub-unit plays a key

role for DOC in forming relationships and partnerships with the community. The unit supervises and coordinates the ministry of a large pool of nearly 2,000 volunteers, and provides support services to crime victims and their families through the Victim Information and Notification Everyday (VINE) system and the Facilitated Dialogue program.

Religious Services

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

Crime Victim Services

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

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

- Being in a status of non-compliance with the American Correctional Chaplain's Association (ACCA) recommendation of a 1 to 500 chaplain/inmate ratio in each institution. Achieving this ratio not only allows enhanced individual service by our chaplains to our adults in custody, but also provides time for the chaplains to develop and oversee programming designed to reach the unreached within our inmate population.
- A lack of sufficient minority-faith volunteers on the East side of our State for both inside and re-entry programming. Religious Services and HGO staff intentionally recruit volunteers from communities near institutions and regions in need of minority-faith

religious and/or re-entry programming.

- Funding challenges as additional evidence-based practices and program models regarding Restorative Justice programs are explored. To meet these challenges, a Restorative Justice Coordinator position has been requested through the submission of Policy Option Package number 111. Package 111 was eliminated in the Governor's Balanced Budget.

Inmate and Community Advocacy

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

The second overarching function of this unit is to be a liaison between the department and people in the community who have a vested interest in the rights and welfare of adults in custody. These people include friends, family, and groups that advocate for the incarcerated and their children. This Unit communicates regularly with members of the community and provides high levels of customer service to resolve problems answer questions and address concerns. Over the last few years the Agency has placed increased value and expectations on connecting adults in custody to healthy family and social connections in the community. This Unit has oversight and duties related to increasing meaningful contact via traditional visitation, enhanced visitation and technology.

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

Transition and Re-Entry

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

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

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

Inmate Services

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

Transition Services

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

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

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

Proposed New Laws That Apply to the Program Unit

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

- LC 29100/001 would make prison terms for aggravated murder and murder sentences of "life" ineligible for earned time sentence reductions under ORS 421.121. Additionally, this legislative concept would amend ORS 421.120 to remove the ability for inmates to receive an additional 60 days earned time sentence reduction for completion of a high school diploma, General Education Development (GED) certificate, a certificate or degree from a post-secondary education institution as defined in ORS 337.511, or a journey level certification from a registered apprenticeship program as defined in ORS 660.010.
- LC 29100/003 would establish statutory authority for DOC to receive and expend other fund grant dollars on Re-Entry support and services for offenders releasing from DOC to supervision in the community. Such grant funds would provide the DOC the ability to fund Re-Entry services that begin in prison and continue upon release of offenders into the community.
- LC 29100/010 would provide statutory authority for the Oregon Youth Authority and the juvenile department to disclose and provide copies of reports and other materials relating to a child, ward, youth or youth offender's history and prognosis to the DOC for DOC to perform official duties relating to the exercise of custody or supervision of a person committed to the legal and physical custody of the DOC.
- LC 29100/011 would amend ORS 181.800 to repeal the juvenile predatory sex offender statutes and clarify that the Board of Parole and Post- Prison Supervision (BPPPS), not DOC, is responsible for classifying inmates into sex offender levels. Current statutes that require DOC to make the sex offender classifications will cause increased workload for DOC to meet 'due process'

requirements. This LC also seeks to substitute the term, “methodology” for “tool” to allow for assessment methodologies such as LSCMI and evaluation, remove the requirement that tool be based on “statistical likelihood” of reoffending, and establish authority for the disclosure of juvenile records by OYA and the juvenile department to the BPPPS for use in classifying sex offenders.

- In each of the last two legislative sessions, credit for time served bills have been submitted by the House Judiciary to expand the application of credit for time served from the county jail when the crime of conviction stems from the same criminal episode as the original offenses charged. If another such bill were to be introduced and ultimately pass during the upcoming legislative session, this will have a significant workload impact on the Offender Information and Sentence Computation Unit within the Offender Management and Rehabilitation program as well as the number of inmates who will be entitled to application of additional time served credits toward their terms of incarceration.

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

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

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

			Revenue Sources			
Program Sub-Unit	**Position/FTE**		**General Fund**	**Other Funds**	**Federal Funds**	**Total Funds**
Offender Management & Rehabilitation Administration	3 / 3.00		$2,179,170	$225,946	-	$2,405,116
Intake	22 / 22.00		$4,434,529	-	-	$4,434,529
Offender Information & Sentence Computation	71 / 70.50		$12,471,690	-	-	$12,471,690
Population Management	8 / 8.00		$2,073,330	-	-	$2,073,330
Programs & Volunteer Services	4 / 4.00		$12,884,896	$5,271,644	-	$18,156,540
Education & Training	6 / 6.00		$14,102,639	$3,103,469	-	$17,206,108
Religious & Victim Services	29 / 28.00		$6,138,876	$862,876	-	$7,001,752
Inmate & Community Advocacy	2 / 2.00		$477,944	$0	-	$477,944
Transition & Re-Entry	50 / 50.00		$12,616,119	$46,221	-	$12,662,340
Program Unit Total:	195 / 193.50		$67,379,193	$9,510,156	-	$76,889,349

Revenue Sources and Proposed Revenue Changes

Other Fund revenues shown in the Offender Management and Rehabilitation Administration sub-unit are associated with currently unfunded expenditure limitation that was related to an earlier Workplace and Community Transition Training grant. The federal appropriation was received for the Education and Training sub-unit during the 2009-2011 biennium and used to pay for career technical instructional services to adults in custody through Intergovernmental Agreements with several community colleges. The grant was no longer funded after 2011.

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

Other Fund revenues shown in the Education and Training sub-unit are received from IWF, Inmate Work Programs (IWP), and federal

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

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

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

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

Offender Management and Rehabilitation Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2015-17 Base Budget by the standard inflation factor of 3.0%.

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,144,835
Other Funds	642

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$1,144,835
Other Funds	0
Federal Funds	642
Total Funds	$1,145,477

2017-19 Fiscal Impact
Actions approved in this package will have varying impacts on future periods. Normal inflation will be integrated into and become part of the Base Budget for 2017-19, as will the funding approved in the non-PICS exceptions. Vacancy savings are re-projected each biennium based on agency experience. The Pension Obligation Bond financing will be an ongoing liability for the agency.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor | **Cross Reference Number: 29100-011-00-00-00000**

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Ending Balance							
Ending Balance	-	-	(642)	-	-	-	(642)
Total Ending Balance	**-**	**-**	**($642)**	**-**	**-**	**-**	**($642)**

Offender Management and Rehabilitation Division

022 Phase-out Pgm & One-time Costs

Package Description

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

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$374,462

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$374,462
Other Funds	0
Federal Funds	0
Total Funds	$374,462

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 29100-011-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 022 - Phase-out Pgm & One-time Costs | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	374,462	-	-	-	-	-	374,462
Total Expenditures	**$374,462**	**-**	**-**	**-**	**-**	**-**	**$374,462**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management and Rehabilitation Division

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$934,284
Other Funds	288,774
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$911,809
Other Funds	288,774
Federal Funds	0
Total Funds	$1,200,583

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**
Pkg: 031 - Standard Inflation | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	911,809	-	-	-	-	-	911,809
Total Revenues	**$911,809**	**-**	**-**	**-**	**-**	**-**	**$911,809**
Services & Supplies							
Instate Travel	7,734	-	4,105	-	-	-	11,839
Out of State Travel	403	-	55	-	-	-	458
Employee Training	2,414	-	520	-	-	-	2,934
Office Expenses	30,416	-	964	-	-	-	31,380
Telecommunications	4,534	-	93	-	-	-	4,627
Data Processing	3,531	-	148	-	-	-	3,679
Publicity and Publications	113	-	-	-	-	-	113
Professional Services	473,828	-	96,170	-	-	-	569,998
Attorney General	54,548	-	-	-	-	-	54,548
Employee Recruitment and Develop	256	-	95	-	-	-	351
Dues and Subscriptions	101	-	-	-	-	-	101
Facilities Maintenance	736	-	3,158	-	-	-	3,894
Food and Kitchen Supplies	4	-	-	-	-	-	4
Medical Services and Supplies	228,839	-	152,003	-	-	-	380,842
Other Care of Residents and Patients	46,521	-	21,060	-	-	-	67,581
Other Services and Supplies	22,706	-	7,120	-	-	-	29,826
Expendable Prop 250 - 5000	22,100	-	1,315	-	-	-	23,415
IT Expendable Property	13,025	-	1,105	-	-	-	14,130
Total Services & Supplies	**$911,809**	**-**	**$287,911**	**-**	**-**	**-**	**$1,199,720**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Capital Outlay							
Recreational Equipment	-	-	863	-	-	-	863
Total Capital Outlay	**-**	**-**	**$863**	**-**	**-**	**-**	**$863**
Total Expenditures							
Total Expenditures	911,809	-	288,774	-	-	-	1,200,583
Total Expenditures	**$911,809**	**-**	**$288,774**	**-**	**-**	**-**	**$1,200,583**
Ending Balance							
Ending Balance	-	-	(288,774)	-	-	-	(288,774)
Total Ending Balance	**-**	**-**	**($288,774)**	**-**	**-**	**-**	**($288,774)**

Offender Management and Rehabilitation Division

032 Above Standard Inflation

Package Description

Purpose
This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. The Offender Management and Rehabilitation Division is approved to use the additional medical services inflation factor because it relies heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2015-17 the above standard inflation factor for Medical Services and Supplies is 1.7%, and non-DAS inflation related to facility rent and taxes is 1.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Sources

General Fund	$177,057
Other Funds	95,750

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$177,057
Other Funds	95,750
Federal Funds	0

Total Funds	$272,807

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

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

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

Offender Management and Rehabilitation Division

040 Mandated Caseload

Package Description

Purpose
Mandated caseload changes included in this package are based on caseload changes for programs that are required by the federal government, the state constitution, or court actions. Mandated caseload costs include, but are not limited to, the cost of the additional staff and operating costs required to operate these programs. The April 2014 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

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

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

Additional services and supplies funding will be needed in order to meet the needs of this larger population at the various locations indicated. The Governor's Balanced Budget 040 package is based on the October 2014 caseload forecast.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$86,534

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$536,021
Other Funds	0
Federal Fund	0
Total Funds	$536,021

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	536,021	-	-	-	-	-	536,021
Total Revenues	**$536,021**	**-**	**-**	**-**	**-**	**-**	**$536,021**
Services & Supplies							
Office Expenses	19,215	-	-	-	-	-	19,215
Telecommunications	2,986	-	-	-	-	-	2,986
Data Processing	2,298	-	-	-	-	-	2,298
Professional Services	312,604	-	-	-	-	-	312,604
Attorney General	7,947	-	-	-	-	-	7,947
Medical Services and Supplies	151,160	-	-	-	-	-	151,160
Other Care of Residents and Patients	28,822	-	-	-	-	-	28,822
Other Services and Supplies	10,989	-	-	-	-	-	10,989
Total Services & Supplies	**$536,021**	**-**	**-**	**-**	**-**	**-**	**$536,021**
Total Expenditures							
Total Expenditures	536,021	-	-	-	-	-	536,021
Total Expenditures	**$536,021**	**-**	**-**	**-**	**-**	**-**	**$536,021**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management and Rehabilitation Division

060 Technical Adjustments

Package Description

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

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

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

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

Agency Request Budget

Staffing Impact
None

Revenue Sources

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

Governor's Balanced Budget

Staffing Impact
None

Revenue Sources

General Fund	$0
Other Funds	(521,496)
Federal Funds	0
Total Funds	($521,496)

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 060 - Technical Adjustments | **Cross Reference Number: 29100-011-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 060 - Technical Adjustments | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	(521,496)	-	-	-	(521,496)
Total Expenditures	**-**	**-**	**($521,496)**	**-**	**-**	**-**	**($521,496)**
Ending Balance							
Ending Balance	-	-	521,496	-	-	-	521,496
Total Ending Balance	**-**	**-**	**$521,496**	**-**	**-**	**-**	**$521,496**

Offender Management and Rehabilitation Division

103 Staffing: New Initiatives & Existing Workload

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

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

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

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

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

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

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

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

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

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

Governor's Re-entry Council Coordinator

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

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

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

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

Re-entry Benefits Coordinator

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

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

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

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

How Achieved

Program & Volunteer Services Administrator

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

Governor's Re-entry Council Coordinator

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

Re-entry Benefits Coordinator

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

Staffing Impact

Positions	3
FTE	3.00

Quantifying Results

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

Program & Volunteer Services Administrator

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

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

- OP2b: A&D Treatment - Percent of releasing A&D treatment participants in the targeted risk group who complete a program.
- OP2c: Cognitive Treatment – Percent of releasing cognitive treatment participants in the targeted risk group who complete a program.
- OP2d: Combination Cognitive with A&D Treatment – Percent of releasing combination cognitive with A&D treatment participants in the targeted risk group who complete a program.

OP #5: Connecting Inmates to Family and Community

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

OM#8: Case Plan Adherence

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

OM #5: Recidivism

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

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

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

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

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

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

Governor's Re-entry Council Coordinator

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

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

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

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

OP #4: Providing Inmate Work Opportunities

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

OP #5: Connecting Inmates to Family and Community

- OP5a: All inmate visits – Percent of inmates within 3 years of release who receive visits
- OP5b: Friends and family visits – Percent of all inmates who receive visits from friends and family
- OP5e: Family Functions – Number of special family functions and events provided
- Op5f: Telmate phone contacts – Number of Video Interactive Phone (VIP) calls
- OP5g: Inmates using Telmate – Number of inmates participating in VIP calls

OP #6: Managing Offenders in the Community

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

OM #4: Community Supervision Success

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

OM #5: Recidivism

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

OM #10: Public Safety

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

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

Re-entry Benefits Coordinator

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

OP #3: Managing Inmate Healthcare

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

OP #5: Connecting Inmates to Family and Community

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

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

- This KPM measures the same information as OP3a.

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

Agency Request Budget

Revenue Sources

General Fund	$666,553*
Other Funds	0
Federal Funds	0
Total Revenue	$666,553

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

Governor's Balanced Budget

Revenue Sources

General Fund	$0*
Other Funds	0
Federal Funds	0
Total Revenue	$0

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

This package was removed in the Governor's Balanced Budget.

2017-19 Impact
This package was removed in the Governor's Balanced Budget and so will not become part of the Base Budget for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 103 - Staffing: New Initiatives & Existing Workload | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management and Rehabilitation Division

108 GED Testing Fees and Inflation Restoration

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

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

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

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

Below is a summary of the increased costs:

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

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

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

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

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

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

Staffing Impact

Positions	0
FTE	0.00

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

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

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

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

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

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

Agency Request Budget

Revenue Sources

General Fund	$539,378
Other Funds	0
Federal Funds	0
Total Revenues	$539,378

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenues	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

This package was removed in the Governor's Balanced Budget and so it will not become part of the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 108 - Education - GED Fees & Inflation Restoration | **Cross Reference Number: 29100-011-00-00-00000**

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

Offender Management & Rehabilitation Division

110 Technology Infrastructure

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

- General Services Division: 5 Pos., 3.00 FTE, General Fund: $2,363,664
- Central Administration Division: 0 Pos., 0.00 FTE, General Fund: $280,000
- Offender Management and Rehabilitation Division: 0 Pos., 0.00 FTE, General Fund: $198,000
- Total Package: 5 Pos. 3.00 FTE, General Fund: $2,841,664

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

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

- **Intake Electronic/Computer Based Data Collection and Assessment System**
  The DOC Intake Center has utilized the same paper-based offender information collection and assessment process for more than 20 years. Some of the forms used in the process are entered into CIS by hand, while others are scanned into the database using severely outdated Scantron technology driven by a Scantools application and an even older Offender Profile Report Generator (OPRGen) written in COBOL. The current offender assessment system is inefficient and has ongoing and costly problems to maintain. No positions / FTE are requested. A computer-based offender data collection and assessment system solution would:
  - Improve process efficiency by reducing the number of staff involved in handling/forwarding/inputting paper assessment.
  - Eliminate cost associated with maintaining outdated scanning equipment and supporting software.

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

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

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

Staffing Impact

Positions: 0
FTE: 0.00

Quantifying Results

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

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

Agency Request Budget

Revenue Sources

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

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Revenue	$0

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

There is no 2017-19 impact from this Policy Option Package; this is a one-time start-up cost.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Technology Infrastructure

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

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

Offender Management and Rehabilitation Division

111 Staff Enhancements to Address Workload

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

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

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

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

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

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

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

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

Restorative Justice Program Coordinator

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

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

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

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

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

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

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

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

Intake Counselor

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

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

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

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

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

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

How Achieved

Assistant Intake Administrator

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

Restorative Justice Program Coordinator

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

Intake Counselor

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

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

Staffing Impact

Positions	3
FTE	3.00

Quantifying Results

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

Assistant Intake Administrator

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

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

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

OM #8: Case Plan Adherence

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

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

Restorative Justice Program Coordinator

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

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

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

OP5: Connecting Inmates to Family and Community

OM #5: Recidivism

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

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

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

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

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

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

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

OM #8: Case Plan Adherence

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

subsequent individualize case plan for each AIC is crucial to the housing and program placement of AICs throughout their incarceration.

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

Agency Request Budget

Revenue Sources

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

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

Governor's Balanced Budget

Revenue Sources

General Fund	$0*
Other Funds	0
Federal Funds	0
Total	$0

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

This package was removed in the Governor's Balanced Budget.

2017-19 Impact

BUDGET NARRATIVE

This package was removed in the Governor's Balanced Budget and so it will not be included in the 2017-19 budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 111 - Staff Enhancements to Address Workload | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Unemployment Assessments	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Mass Transit Tax	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Instate Travel	-	-	-	-	-	-	-
Office Expenses	-	-	-	-	-	-	-
Data Processing	-	-	-	-	-	-	-
Other Services and Supplies	-	-	-	-	-	-	-
Expendable Prop 250 - 5000	-	-	-	-	-	-	-
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 111 - Staff Enhancements to Address Workload | **Cross Reference Number: 29100-011-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management and Rehabilitation Division

115 Education Services Delivery System Changes

Purpose

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

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

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

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

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

How Achieved

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

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

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

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

Staffing Impact

Positions	2
FTE	2.00

Quantifying Results

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

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

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

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

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

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

Agency Request Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

Governor's Balanced Budget

Revenue Sources

General Fund	$0
Other Funds	0
Federal Funds	0
Total Funds	$0

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

2017-19 Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 115 - Education Services Delivery System Changes | **Cross Reference Number: 29100-011-00-00-00000**

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Offender Management & Rehabilitation**

Pkg: 115 - Education Services Delivery System Changes | **Cross Reference Number: 29100-011-00-00-00000**

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

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1500164	MMN X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500165	AAONC0861	AA PROGRAM ANALYST 2	1	1.00	24.00	02	5,025.00	120,600				120,600
								63,420				63,420
		TOTAL PICS SALARY						246,144				246,144
		TOTAL PICS OPE						128,184				128,184
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			374,328				374,328

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

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

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

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Debt Service

Program Description

Purpose

Debt Service is the obligation to repay principal and interest on funds borrowed through the sale of Certificates of Participation (COP's) and bonds. Proceeds generated by COP's and bonds are used to construct and improve correctional facilities. They are also used to provide staff support for related activities including project management, community development coordination, and fiscal services support. Repayment periods range from six to twenty-six years depending on the nature and value of the project. The Department of Administrative Services Capital Investment Section provides schedules of Debt Service obligations for each sale; these are the values used to develop the budget. Occasionally, the Capital Investment Section is able to refinance existing debt which can reduce and/or delay debt obligations.

How Achieved

The 2013-15 Legislatively Adopted Budget included $129,710,174 General Fund and $1,262,826 Federal Funds for Debt Service on COP's and bonds issued to finance projects approved prior to June 30, 2013, and those sold or authorized to be sold during the 2013-15 biennium. The budget also included $815,000 of one-time Other Funds limitation required to spend down accumulated other fund balances. The 2013-15 LAB Debt Service Budget amount includes debt payments for the following: Snake River Correctional Institution expansion, 20 local SB 1145 community construction projects authorized by the 1996 Special Session, evaluation and purchase of eight new sites to accommodate the Department's Long Range Construction Plan, construction of Two Rivers Correctional Institution, construction of the Coffee Creek Correctional Facility (women's prison and intake center), acquisition of the Central Distribution Center, three expansion projects at minimum-custody facilities, and construction of the Warner Creek Correctional Facility in Lakeview. COP's and bonds also funded environmental cleanup projects, electrical upgrades at two institutions during the 1999-2001 biennium, remodeling of the former Oregon Women's Correctional Center during the 2001-03 biennium, the 324-bed expansion of the women's Coffee Creek Correctional Facility in Wilsonville, construction of the men's Deer Ridge Correctional Institution in Madras, and planning and design of the future men's institution in Junction City.

The 2013-15 Legislatively Approved Budget does not include new debt service for the approved Deferred Maintenance funding because the debt payments from the scheduled Spring 2015 bond sale to finance the projects begin in the 2015-17 biennium.

The 2015-17 Debt Service Base Budget is updated to $126,755,599 General Fund and $1,119,495 Federal Funds to cover all existing COP and Bond sales including the debt service estimated for the approved 2013-15 deferred maintenance projects. The federal funds budget reflects the expenditure of funding received from a federal program that implemented using Build America Bonds to help states

pursue needed capital projects to build infrastructure and create jobs. The 2015-17 Governor's Balanced Budget adds $4,142,017 of General Fund in Policy Package 116 for debt service to finance the following requested projects during 2015-17:

- POP 105 - Inmate Thin Client – Client Network Replacement – (Debt Service portion - $150,177)
- POP 106 - Deferred Maintenance Priority 1 Projects – (Debt Service portion - $1,856,012)
- POP 119 - DAS VOIP Telephony Upgrade – (Debt Service portion - $2,135,828)

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$130,779,552
Federal Funds	1,119,495

Governor's Balanced Budget

Staffing Impact
None

Revenue Source

General Fund	$130,897,616
Federal Funds	1,119,495
Total Funds	$132,017,111

Article XI-Q Bond Financing and Other Financing Request Form

STATE OF OREGON, DEPARTMENT OF ADMINISTRATIVE SERVICES
PROGRAM FOR REAL PROPERTY AND EQUIPMENT FINANCING

Please return your response to this Request Form by **May 15, 2014**

Please return the completed form to:

Jean Gabriel, Capital Finance & Planning Manager
Department of Administrative Services
Chief Financial Office
155 Cottage Street NE, U10
Salem, OR 97301-3963

If you have any questions, please call Jean Gabriel at (503) 378-3107.

AGENCY: Oregon Department of Corrections

DIVISION: Director's Office, Planning and Budget

CONTACT PERSON: Rick Crager

TITLE: Planning & Budget Administrator

ADDRESS: 2575 Center St. NE, Salem, OR 97301

TELEPHONE: 503-945-9007

ALTERNATE CONTACT: Nathan Warren, DOC Budget Manager, 503-945-0999

EQUIPMENT ACQUISITION FINANCING

Please specify the equipment items that you expect to acquire using Article XI-Q Bonds or capital leases over the next biennium beginning July 1, 2015. Please indicate the type of equipment and when funds are needed to acquire the equipment. Please note: Financing agreements are defined at ORS 283.085(3) and include any agreement to finance real or personal property that is or will be owned and operated by the state. This includes lease purchase agreements, installment sales agreements, and similar financing arrangements. Do not include operating leases on this form.

EQUIPMENT TYPE

Please list by type, amount needed, and when you will need the funds in the spaces provided (brand names are not required).

Description of Equipment/Personal Property	Dollar Value of Financed Asset	Purchased or Developed *In-House	Date to be Placed in Service/Useful Life	2015-17 Budget Proposal (Yes or No)	Financing Method (e.g. XI-Q Bonds, Capital Lease, etc)
Inmate Thin-Client Network Replacement	$623,175	In-house	Completed by January 2016 / 7 years	Yes	XI-Q Bonds
VOIP Telephony Upgrade	$5,566,681	Combination	June 30, 2017 / 7 years	Yes	XI-Q Bonds

*For assets to be developed in house, please provide details on project cash flow or refer to Policy Option Package where that detail is provided.

The Inmate Thin-Client Network Replacement project is contained in Policy Option Package #105 and the VOIP Telephony Upgrade is contained in Policy Option Package #119. The VOIP package was increased to $12,246,698 in the Governor's Balanced Budget.

REAL PROPERTY ACQUISITION OR RESTORATION FINANCING

Please specify the real property and/or construction projects that you expect to finance through any form of bonds or other financing agreements over the next biennium beginning July 1, 2015. Please indicate the estimated amount needed for each project and when those funds will be required.

REAL PROPERTY AND/OR CONSTRUCTION PROJECTS

Real property acquisitions, restoration and/or construction projects.	Project Cost Estimate	2015-17 Budget Proposal (Yes or No)
Twenty-six Priority 1, deferred maintenance projects, statewide. Projects included road and erosion stabilization, camera upgrades and replacements, roof replacements for prisons, boiler and EVAC upgrades, kitchen floor replacement, public address and other electronic control upgrades, boiler and cooler repairs, and lighting upgrades. Includes funding request for two limited duration project management staff that will be established administratively, if approved. Cash requirements are $10,563,837 for the 2015-17 biennium, $1,955,815 for 2017-19 and $1,700,780 for 2019-21. Included in the Agency Request Budget as Policy Option Package #106, and as priority 6 for the agency.	$14,220,432	Yes

Debt Service

116 New Debt Service and Bond Sale Costs

Agency Overview

Policy Option Package 116 provides the necessary funding to issue and manage debt that will be used to fund the financed policy packages outlined in the 2015-17 Budget. There are no position actions taken within this package. Below is the Agency Impact Summary. Please see Division specific narratives for more detail.

- Central Administration Division: 0 Pos., 0.00 FTE, Other Funds: $529,695
- Debt Service: 0 Pos., 0.00 FTE, General Fund: $4,142,017
- Total Package: 0 Pos., 0.00 FTE, Total Funds: $4,671,712

Purpose

The purpose of this package is to provide the necessary General Fund used to service the interest and principal due for bonds issued for 2015-17 Policy Option Packages.

How Achieved

General Fund Debt Service is requested for 2015-17 obligations that will arise from the sale of bonds to finance the following projects:

- Package 105, Inmate Thin-Client Network Replacement $ 623,175 Other Funds
- Package 106, Deferred Maintenance Priority Projects $14,220,432 Other Funds
- Package 119, DAS VOIP Telephony Upgrade $12,246,698 Other Funds

Debt Service schedules are calculated for agencies by the Department of Administrative Services Capital Investment Section based on requested project values, payback period, current interest rates, projected draw schedules, and general economic conditions. Through this package 116, $4,142,017 General Fund is requested for the scheduled debt service payment for bonds issued for 2015-17 Policy Option Packages.

Staffing Impact

Positions:	0
FTE:	0.00

Quantifying Results

Funding for the Debt Service obligations incurred by the sale of bonds to finance approved capital projects is a necessary part of the budgetary decision-making process. If the requested projects are approved for Other Fund financing, this package and the Other Fund expenditure limitation requested in Package 116, Central Administration, will need to be approved in order to sell the bonds and service the outstanding bond obligations for 2015-17.

Agency Request Budget

Revenue Source

General Fund*	$2,904,458	*General Fund Debt Service
Other Funds	0	
Federal Funds	0	
Total Funds	$2,904,458	

$150,177	Inmate Thin Client
$399,586	Corrections Info Sys Replacement
$1,386,378	Deferred Maintenance Priority Projects
$968,318	VOIP Telephony Upgrade
$2,904,458	Total

Governor's Balanced Budget

Revenue Source

General Fund*	$4,142,017	*General Fund Debt Service
Other Funds	0	
Federal Funds	0	
Total Funds	$4,142,017	

$150,177	Inmate Thin Client
$1,856,012	Deferred Maintenance Priority Projects
$2,135,828	VOIP Telephony Upgrade
$4,142,017	Total

2017-19 Impact:

The actions included in this package will become part of the Base Budget for 2017-19 and will be re-calculated based on the debt service schedule for 2017-19.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Debt Service**

Pkg: 116 - New Debt Service and Bond Sale Costs | **Cross Reference Number: 29100-086-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	4,142,017	-	-	-	-	-	4,142,017
Total Revenues	**$4,142,017**	**-**	**-**	**-**	**-**	**-**	**$4,142,017**
Debt Service							
Principal - Bonds	2,845,000	-	-	-	-	-	2,845,000
Interest - Bonds	1,297,017	-	-	-	-	-	1,297,017
Total Debt Service	**$4,142,017**	**-**	**-**	**-**	**-**	**-**	**$4,142,017**
Total Expenditures							
Total Expenditures	4,142,017	-	-	-	-	-	4,142,017
Total Expenditures	**$4,142,017**	**-**	**-**	**-**	**-**	**-**	**$4,142,017**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-086-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Transfer In - Intrafund	1,826,394	-	-	-	-	-
Transfer Out - Intrafund	(1,826,394)	-	-	-	-	-
Total Other Funds	**-**	**-**	**-**	**-**	**-**	**-**
Nonlimited Other Funds						
Refunding Bonds	344,952,827	-	-	-	-	-
Total Nonlimited Other Funds	**$344,952,827**	**-**	**-**	**-**	**-**	**-**
Nonlimited Federal Funds						
Federal Funds	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
Total Nonlimited Federal Funds	**$1,262,825**	**$1,262,826**	**$1,262,826**	**$1,262,826**	**$1,262,826**	**-**

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Refunding Bonds	Other	0575	$344,952,827	$0	$0	$0	$0	$0
Interest earnings to pay debt service previously financed with GF dollars	Other	0605	0	0	(10,816)	0	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	1010	1,826,394	0	252,151	0	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	2010	(1,826,394)	0	0	0	0	0
Build America Bonds	Federal	0995	1,262,825	1,262,826	1,206,843	1,262,826	1,262,826	0

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Capital Improvements

Program Description

Purpose
Capital Improvements are expenditures for acquisition or construction of a new asset or for existing assets; the expenditure significantly increases the value, extends the life, or makes it adaptable for a different use. Capital improvements also include non-routine maintenance or repair of an asset. The completed project cost must be less than $1 million.

How Achieved
The Department of Corrections (DOC) is responsible for maintaining 325 owned buildings and over 5.4 million square feet of building space. Base Capital Improvement funding will allow the agency to perform only the most critical and immediate protection activities on its real property assets with an estimated current replacement value estimated at $1.31 billion.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$2,724,041

Governor's Balanced Budget

Staffing Impact
None

Revenue Source

General Fund	$2,724,041
Other Funds	0
Federal Funds	0
Total Funds	$2,724,041

CAPITAL IMPROVEMENT

Project Description	2015-17				
	Site	Structure	Less: Force Account Work	Expenditures	Fund
Base funding for emergency projects as needed	0	$2,724,041	0	$2,724,041	General

Capital Improvements

031 Standard Inflation

Package Description

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

How Achieved
For 2015-17, inflation factors are 3.0% for standard inflation, 3.3% for Professional Services, 19.2% for Attorney General charges, 3.0% for Facility Rental and Taxes, and 3.0% for Special Payments. Inflation requested in this package is based on the 2015-17 Base Budget. Inflation associated with biennialized phased-in programs, when applicable, is included in package 021. Inflation associated with new institution start-up and operation is included in the essential package for caseload in package 040.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$79,341
Other Funds	0
Federal Funds	0

Governor's Balanced Budget

Staffing Impact
None

Revenue Source

General Fund	$79,341
Other Funds	0
Federal Funds	0
Total Funds	$79,341

2017-19 Fiscal Impact

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

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Capital Improvements
Cross Reference Number: 29100-088-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	79,341	-	-	-	-	-	79,341
Total Revenues	**$79,341**	**-**	**-**	**-**	**-**	**-**	**$79,341**
Capital Outlay							
Land and Improvements	77,786	-	-	-	-	-	77,786
Professional Services	1,555	-	-	-	-	-	1,555
Total Capital Outlay	**$79,341**	**-**	**-**	**-**	**-**	**-**	**$79,341**
Total Expenditures							
Total Expenditures	79,341	-	-	-	-	-	79,341
Total Expenditures	**$79,341**	**-**	**-**	**-**	**-**	**-**	**$79,341**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-088-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
Tsfr From Energy, Dept of	392,121	-	-	-	-	-
Total Other Funds	**$392,121**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2011-13 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
Federal Revenues	Other	0355	$0	$0	$0	$0	$0	$0
Transfer from Department of Energy	Other	1330	392,121	0	0	0	0	0

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Capital Construction

Program Description

Purpose
This program includes the purchase of land, buildings, support systems, and equipment/information technology-related projects. New building/equipment and deferred maintenance projects are included in the Capital Construction program (excludes routine maintenance and repairs). Capital Construction also incorporates those major projects or activities whose aggregate cost will exceed $500,000.

How Achieved
By definition, there is no base budget for Capital Construction. Its limitation is valid for six years and is associated only with the biennium in which it was initially approved by the Legislature. New project and funding authority for 2015-17 is requested in Policy Packages 106 “Deferred Maintenance Priority Projects” and 119 “DAS VOIP Telephony Upgrade.”

Package 106 – Deferred Maintenance: DOC currently has an un-funded deferred maintenance liability exceeding $68 million. The DOC’s current capital improvement funding is not keeping pace with the annual inflation on our deferred maintenance liability. This package requests financing to partially address the backlog of deferred maintenance of existing facilities. The projects included in the Agency Request Budget are designated as Priority 1, which is the highest priority for DOC.

Package 119 – VOIP: The Department of Administrative Services (DAS) is seeking a new telephony solution for all state agencies. The planned solution will transition the state out of the telephone business with all telephone services provided by the selected vendor. The Governor’s Balanced Budget includes an increase for professional services that was not included in the Agency Request Budget.

Projects requested for 2015-17 biennium financing are summarized in the following table:

2015-17 Proposed Projects	Number of Beds	Agency Request	Governor’s Balanced
#106 - Deferred Maintenance List – priority 1 projects	-0-	$14,220,432	$14,220,432
#119 - DAS VOIP Telephony Upgrade	-0-	5,566,681	12,246,698
Total	**-0-**	**$19,787,113**	**$26,467,130**

Agency Request Budget

Staffing Impact
None

Revenue Source

Other Funds	$19,787,113	(bond sales)

Governor's Balanced Budget
This Division's budget was changed in the Governor's Balanced Budget to address an increase requested by the department relating to POP #119 DAS VOIP Telephony Upgrade.

Staffing Impact
None

Revenue Source

General Funds	0	
Other Funds	$26,467,130	(bond sales)
Federal Funds	0	
Total Funds	$26,467,130	(bond sales)

CAPITAL FINANCING SIX-YEAR FORECAST SUMMARY 2015-17

AGENCY: Corrections
Agency #:29100

Provide amounts in the table below, by expected use and repayment source, of agency financing needs for the 2015-17 biennium. Include proposed project amounts only (do not include debt service either from previously issued debt or from new issue).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction/ Acquisition Projects				
Subtotal for General Fund Repayment:	$ 26,467,130	$	$ 26,467,130	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Major Construction	$	$	$	
Equipment/Technology Projects over $500,000				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Equipment/Technology	$	$	$	
Debt Issuance for Loans and Grants				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Loans and Grants:	$	$	$	
Total All Debt Issuance	$	$	$	
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
GRAND TOTAL 2015-17:	**$ 26,467,130**	**$**	**$** 26,467,130	

_____ Agency Request X Governor's Budget _____ Legislatively Adopted Budget Page _____

CAPITAL FINANCING SIX-YEAR FORECAST SUMMARY 2017-19

AGENCY: Corrections
Agency #:29100

Provide amounts in the table below, by expected use and repayment source, of agency financing needs for the 2017-19 biennium. Include proposed project amounts only (do not include debt service either from previously issued debt or from new issue).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction/ Acquisition Projects				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Major Construction	$	$	$	
Equipment/Technology Projects over $500,000				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Equipment/Technology	$	$	$	
Debt Issuance for Loans and Grants				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Loans and Grants:	$	$	$	
Total All Debt Issuance	$	$	$	
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
GRAND TOTAL 2017-19	**$**	**$**	**$**	

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CAPITAL FINANCING SIX-YEAR FORECAST SUMMARY 2019-21

AGENCY: Corrections
Agency #:29100

Provide amounts in the table below, by expected use and repayment source, of agency financing needs for the 2019-21 biennium. Include proposed project amounts only (do not include debt service either from previously issued debt or from new issue).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction/Acquisition Projects				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Major Construction	$	$	$	
Equipment/Technology Projects over $500,000				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for Equipment/Technology	$	$	$	FF
Debt Issuance for Loans and Grants				
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
Total for loans and grants:	$	$	$	
Total All Debt Issuance	$	$	$	
Subtotal for General Fund Repayment:	$	$	$	GF
Subtotal for Lottery Funds Repayment:	$	$	$	LF
Subtotal for Other Funds Repayment:	$	$	$	OF
Subtotal for Federal Funds Repayment:	$	$	$	FF
GRAND TOTAL 2019-21 :	**$**	**$**	**$**	

_____ Agency Request X Governor's Budget _____ Legislatively Adopted Budget Page _____

MAJOR CONSTRUCTION/ACQUISITION SIX-YEAR PLAN

Program Area/Agency	2015-2021				
	General Fund	Other Funds	Lottery Funds	Federal Funds	Total Funds
Deferred Maintenance Priority Projects		$ 14,220,432			$ 14,220,432
DAS VOIP Telephony Upgrade		$ 12,246,698			$ 12,246,698

Capital Construction

106 Deferred Maintenance Priority Projects

Purpose
The Department of Corrections (DOC) currently has an un-funded Deferred Maintenance liability exceeding $68 million. The DOC's current Capital Improvement funding is not keeping pace with the annual inflation on our Deferred Maintenance liability. In light of these issues, DOC is requesting funding to address maintenance needs evaluated as Priority 1. DOC is requesting $10,220,432 in Capital Construction funds to correct these items of priority.

DOC has established a Communications Infrastructure Unit to maintain, repair and upgrade critical systems infrastructure. This package will support the design and installation of the "critical systems" infrastructure (conduit, fiber optics, cabling and switches) necessary to provide the multiple pathways needed to support the internal (data, voice, security electronics, building management, and inmate services) and external (vendor access, Telmate, and video visitation) communications vital to maintaining safe and secure institutions and to provide the programming required to support successful re-entry. DOC is requesting $4,000,000 in Capital Construction funds to perform the design and installation of the critical systems infrastructure at fourteen locations throughout the state.

How Achieved
Projects requested for the 2015- 2017 biennium are summarized below:

Project	Number of Beds	Completion Date	Net Additional Authorization Requested
Agency Priority 1 Deferred Maintenance	-0-	June 2021	$10,220,432
Critical Systems Installation at 14 locations	-0-	June 2021	$4,000,000
Total			**$14,220,432**

Ventilation and Heating

- **Culinary Ventilation System Upgrade (OSP) $702,000** - The OSP kitchen was installed in the early 1970's, when the inmate population was approximately 1,200. Today, the kitchen serves three meals per day for an inmate population averaging 2,000. The kitchen's ventilation, exhaust, and heating supply systems are inadequate for the upgraded food preparation equipment that was installed after 1989, when the inmate population was increased to its current level. Upgrading of the kitchen's ventilation, exhaust, and heating systems will resolve all current problems. Failure to fund and accomplish the upgrade of the kitchen's ventilation, exhaust, and heating supply system will directly affect the welfare, health, and safety of staff and the inmate work crews who prepare the institution's meals.

- **Central Heating – Natural Gas Supply Upgrade (SCI) $210,600** - Building 5 at SCI currently utilizes electric heating. There is no filtered air conditioning or ventilation capability within this building. Installing a central heating system in this building will provide for efficient, even heating and cooling of the facility, as well as provide filtered ventilation of the internal air, improving the health of staff and adults in custody. Failure to fund this project will result in Building 5 continuing to be heated using electric resistive heat. Stagnant air quality issues will continue to be a risk.

- **Hydronic Boiler Burner Replacement (TRCI) $505,440** - The burners on the installed hydronic boilers have exceeded their service life and require replacement. Replacing the burners will ensure continued capability to provide heating necessary for the safe and secure operation of the institution. Failure to fund the burner replacement will result in an inability to operate the boilers when the burners fail and would impact the safe and secure operation of the institution.

- **Boiler Control Upgrades (OSCI) $631,800** - The controls on the installed boilers have exceeded their service life, are no longer supported with repair parts, and require replacement. Replacing the boiler controls will ensure continued capability to provide heating necessary for the safe and secure operation of the institution. Failure to fund the boiler controls replacement will result in an inability to operate the boilers when the controls fail and would impact the safe and secure operation of the institution.

Electrical

- **Upgrade UPS System (SRCI) $947,700** - Uninterruptible Power Supply (UPS) units are critical for institutions camera, door control, telephone, and data system. These systems are beyond repair and failing. Replacing the current UPS units will ensure power is available to critical systems during interruptions in commercial power. Failure to fund the replacement of this equipment will result in the critical systems being inoperable during the time necessary for the emergency generator to start. A failure of the emergency generator to start during a utility power interruption will result in the failure of all critical systems powered by these units.

- **Replace two UPS Units (CCCF) $43,692** - Replacing the current UPS units will ensure power is available to critical systems during interruptions in commercial power. Failure to fund the replacement of this equipment will result in the critical systems being inoperable during the time necessary for the emergency generator to start. A failure of the emergency generator to start during a utility power interruption will result in the failure of all critical systems powered by these units.

Safety and Security

- **Critical Systems Infrastructure $4,000,000** - DOC requires additional infrastructure (conduit, fiber optics, cabling, and switches) to provide the multiple pathways necessary to support increased internal and external data communication requirements and is requesting $4.0 million to perform design and installation of critical systems infrastructure at fourteen locations. Without funding to upgrade critical systems infrastructure the agency will be unable to reliably process the increasing

electronic communications resulting from; 1) additional monitoring and recording requirements of the Prison Rape Elimination Act (PREA), 2) the speed and volume necessary to support the upcoming electronic inmate health record system, and 3) maintain our security electronic systems in our older institutions as the existing proprietary systems require replacement.

- **Campus-wide camera replacement and upgrades $2,269,693** - The video monitoring system requires upgrade, replacement and expansion to support additional monitoring and recording to verify compliance with PREA. Upgrading, expanding or replacing the camera and recording system will eliminate blind spots and allow video monitoring of areas of the institution currently not covered by the camera system. Failure to fund the upgrade, expansion, or replacement of these systems could result in the agency being unable to maintain a safe PREA compliant environment for the adult felons sentenced to DOC custody.

Project Description	Institution	Cost
Campus-wide camera replacement	CCCF	$711,393
Yard & Perimeter Camera Upgrades	OSCI	$301,860
	SRCI	$384,556
Security Camera Upgrades	TRCI	$189,540
	EOCI	$401,544
	PRCF	$280,800
Total		$2,269,693

- **Replace Fire Alarm Sensors (WCCF) $51,882** - The installed fire alarm system sensors are beginning to fail and require replacement. Replacing the Fire Alarm System Sensors will provide continued emergency situation monitoring capability at the institution. Failure to fund the replacement of the Fire Alarm System Sensors will result in loss of notification of emergency situations and could result in personnel injury and significant loss of property.

- **Intercom/PA system:**

    - **SRCI - $351,000** - The Intercom/PA System is obsolete and has failed. Components are no longer available for repair. Replacing the Intercom/PA System will restore the ability to provide critical communications. Failure to fund the replacement of this equipment will result in the system remaining inoperable creating significant safety and security concerns.

- **OSCI - $315,900** - The installed intercom system is providing two-way communication between the control station and institution access points is beyond repair and requires replacement. Replacing the current intercom system will ensure communication capability necessary for the safe and secure operation of the institution. Failure to fund the intercom replacement would result in a loss of communications capability when the current system fails.

Sewer Systems

- **Rebuild Road and stabilize erosion (SFFC) $350,000** - The river is causing erosion of the bank and roadway exposing piping and electrical conduit associated with the sanitary sewer system. Erosion stabilization will support continued operation of the sanitary sewer system and allow access to equipment and support systems. Failure to fund the erosion stabilization will allow erosion to continue and will result in the sewer system becoming inoperable due to piping failure. A failure of the sanitary sewer system will impact the safe operation of the facility and may result in the discharge of effluent to the river.

- **Sewer System Upgrades (SFFC) $386,604** - The filter modules for the septic system require upgrade and the electrical controls for the lower septic tank level control system are failing and require upgrade. Upgrading the filtering modules and level control system will support continued operation of the sanitary sewer system required to meet the current needs of the institution. Failure to fund the upgrade of this equipment could result in the sewer system becoming inoperable due to control failure. A failure of the sanitary sewer system will impact the safe operation of the facility and may result in the discharge of effluent to the river.

- **EVAC System Upgrades (TRCI) $947,700** - The vacuum sanitary sewer system requires an upgrade to function properly. Upgrading the system components and equipment will support continued operation of the sanitary sewer system. Failure to fund the upgrade of this equipment could result in the sewer system becoming inoperable due to component failure. A failure of the sanitary sewer system will impact the safe operation of the facility and may result in health impacts to staff and adults in custody.

Roof and Floor

- **Institution Roof Replacements -**

  - **CRCI $912,600** - The roof was installed in 1991, when the institution was built using 20-year roofing materials. The roofing material has exceeded its expected life and requires replacement. Replacing the roof on the institution will ensure the integrity of the building structure and the ability to continue to house adults in custody at this location.

  - **SCI $351,000** - The roof was installed in the early 1990's using 20-year roofing materials. Replacing the roof on the Multi-Purpose Building will ensure the integrity of the building structure and the ability to continue to provide indoor recreation to adults in custody at this location.

Failure to replace these roofs could result in the buildings becoming unusable.

- **Food Service Floor Repair (OSCI) $126,360** - The floor in the institution's kitchen is beyond repair and needs replacing. A total removal of the flooring is needed and will be replaced using an epoxy floor covering. Broken pieces of tile create a security risk to the institution. Replacing the flooring with the proper epoxy covering, will create an impermeable waterproof seal. The floor will be non-slip and have a much longer service life. Failure to fund this project will result in the floor covering continuing to pose as a safety and health problem to staff and Adult in Custody crews working in the kitchen.

Other Institutional Projects

- **Lighting Panel Upgrades (SRCI) $252,720** - The existing Lighting Control System does not support control of exterior lighting at the institution. Upgrading the Lighting Panels to support control from a central point will allow remote operation and control of the institution exterior lighting. Failure to fund the upgrade of this equipment will result in the system continuing to require manual operation creating safety and security concerns.

- **Master Control panel to touch screen upgrade (WCCF) $256,932** - The control panel installed in Master Control to operate institution access points requires upgrade due to not being able to purchase replacement switches that fit in the current panel without modifications. Upgrading the control panel will ensure the continued ability to control institution access necessary for the safe and secure operation of the institution. Failure to fund the panel upgrade could result in an inability to operate and control the secure perimeter of the institution.

- **Replace Nurse Call System (CCCF) $55,851** - The Nurse Call System is obsolete and components are no longer available for repair. Replacing the Nurse Call System will ensure continued ability to provide critical communications. Failure to fund the replacement of this equipment will result in the system being inoperable when needed creating significant safety and security concerns.

- **Walk-in Cooler (CRCI) $85,644** - The institution lacks freezer space necessary for storing perishable foods. Installing a walk-in freezer will provide expanded food storage capability at the institution. Failure to fund the installation of a walk-in freezer will result in continued limitations on cold storage and could result in increased costs due to performing more frequent deliveries of food.

Support Costs: $465,314

Support costs include the cost of limited duration project managers to review contractor designs and cost estimates, inspect construction projects to verify contractors follow the agreed to contract specifications and pay escorts to facilitate contractor's entering facilities.

Staffing Impact

Positions	0
FTE	0.00

Quantifying Results

DOC will achieve a reduction in the backlog of deferred maintenance issues at eleven of our institutions and replacement of the critical systems infrastructure at fourteen of our locations including twelve institutions.

Agency Request Budget

Revenue Source

General Fund	$0
Other Funds	$14,220,432
Federal Funds	0

Governor's Balanced Budget

Revenue Source

General Fund	$0
Other Funds	$14,220,432
Federal Funds	0
Total Funds	

2017-19 Impact

This is a one-time expense, and the only impact for the 2017-19 biennium is related Debt Service payments resulting from the sale of new bonds.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Capital Construction**

Pkg: 106 - Deferred Maintenance Priority Projects | **Cross Reference Number: 29100-089-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	14,220,432	-	-	-	14,220,432
Total Revenues	**-**	**-**	**$14,220,432**	**-**	**-**	**-**	**$14,220,432**
Services & Supplies							
Other Services and Supplies	-	-	465,314	-	-	-	465,314
Total Services & Supplies	**-**	**-**	**$465,314**	**-**	**-**	**-**	**$465,314**
Capital Outlay							
Building Structures	-	-	13,755,118	-	-	-	13,755,118
Total Capital Outlay	**-**	**-**	**$13,755,118**	**-**	**-**	**-**	**$13,755,118**
Total Expenditures							
Total Expenditures	-	-	14,220,432	-	-	-	14,220,432
Total Expenditures	**-**	**-**	**$14,220,432**	**-**	**-**	**-**	**$14,220,432**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Construction

119 DAS VOIP Telephony Upgrade

Agency Overview
Policy Option package 119 seeks to address issues related to Voice-Over Internet Protocol (VOIP) and infrastructure upgrades throughout several divisions within the Department of Corrections. There are no personnel actions taken as part of this policy package. Below is the Agency Impact Summary. Please see division-specific narrative for more detail.

- Capital Construction: 0 Pos., 0.00 FTE, Other Funds: $12,246,698
- General Services Division: 0 Pos., 0.00 FTE, General Fund: $1,469,799
- Total Package: 0 Pos., 0.00 FTE, Total Funds: $13,716,497

Purpose
The Department of Administrative Services (DAS) is seeking a new telephony solution for all state agencies. The planned solution will transition the state out of the telephone business with all telephone services provided by the selected vendor. To accomplish this change from analog to digital telephony, DOC will need to upgrade nearly all its infrastructure from CAT 3 to new CAT 6, fiber, and pathway infrastructure to support VOIP. In some cases this upgrade will be required to be accomplished in 20-, 50-, or 100-year-old buildings, incurring significant costs for new conduit and wire installation and abatement of asbestos-containing building materials. Additionally, all of the old switches and handsets will no longer be functional and will require replacement. This planned solution will result in direct billing for telephone services to the agency and an increase in monthly telephone charges.

How Achieved
Approximately $12.2 million of infrastructure will be incurred as a one-time Capital Outlay to be financed with XI-Q bonds. Most of this will be Cat 6 cable, fiber, and pathway infrastructure, as well as network racking and termination. Additionally, ongoing General Fund telecommunications costs will increase by approximately $1.5 million per biennium.

Staffing Impact
Positions: 0
FTE: 0.00

Quantifying Results
The agency telephones will be compatible with the State's VOIP telephony system and fully supported by the contracted vendor.

Agency Request Budget

Revenue Source

General Fund	0
Other Funds	$5,566,681
Federal Funds	0

Governor's Balanced Budget

The Governor's Balanced Budget includes an increase for professional services that was not included in the Agency Request Budget.

Revenue Source

General Fund	0
Other Funds	$12,246,698
Federal Funds	0

2017-19 Impact

The Other Funds portion of this package will not become part of the 2017-19 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of | **Cross Reference Name: Capital Construction**

Pkg: 119 - DAS VOIP Telephony Upgrade | **Cross Reference Number: 29100-089-00-00-00000**

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	12,246,698	-	-	-	12,246,698
Total Revenues	**-**	**-**	**$12,246,698**	**-**	**-**	**-**	**$12,246,698**
Capital Outlay							
Building Structures	-	-	5,566,681	-	-	-	5,566,681
Professional Services	-	-	6,680,017	-	-	-	6,680,017
Total Capital Outlay	**-**	**-**	**$12,246,698**	**-**	**-**	**-**	**$12,246,698**
Total Expenditures							
Total Expenditures	-	-	12,246,698	-	-	-	12,246,698
Total Expenditures	**-**	**-**	**$12,246,698**	**-**	**-**	**-**	**$12,246,698**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Corrections, Dept of | **Agency Number: 29100**
2015-17 Biennium | **Cross Reference Number: 29100-089-00-00-00000**

Source	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
Other Funds						
General Fund Obligation Bonds	-	4,961,000	4,961,000	19,787,113	26,467,130	-
Total Other Funds	**-**	**$4,961,000**	**$4,961,000**	**$19,787,113**	**$26,467,130**	**-**

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

Source	Fund	ORBITS Revenue Acct	2011-2013 Actual	2013-15 Legislatively Adopted	2013-15 Estimated	2015-17 Agency Request	2015-17 Governor's Balanced	2015-17 Legislatively Adopted
General Fund Obligation Bonds to finance VOIP upgrades and related staff and deferred maintenance projects	Other	0555	0	4,961,000	0	19,787,113	26,467,130	0

Facilities Maintenance and Management

Purpose

The Department of Corrections (DOC) manages and maintains 14 prisons and related facilities across the state. DOC currently owns 325 buildings encompassing approximately 5.45 million square feet. General oversight for facility management and maintenance is the responsibility of the central Facility Services section of the General Services Division. Institution facility operations are administered by local physical plant managers and their staff.

How Achieved

Facility operations and maintenance budgets are approved biennially by the Legislature. These budgets are usually adjusted for inflation. During the 2009-11 biennium, DOC received a one-time extraordinary inflation exception for utilities due to frequent increases in provider rates that were higher than the standard inflation. Physical plant budgets for new construction are generally limited to operational costs and minimal funding for routine maintenance. The maintenance budgets for the facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day-per-week facilities, aging physical plants, and the various types of construction materials and systems used in older facilities. For example, the Oregon State Penitentiary was constructed in 1866 and has for some time shown signs of significant wear and tear. Even the more recently-constructed (1995) Snake River Correctional Institution in Ontario has experienced significant physical plant and equipment replacement issues. Lack of adequate funding in the Current Service Level Budget has produced a sizeable list of deferred maintenance needs.

Recognizing the long-standing funding issue around deferred maintenance, DOC retained a professional consulting firm in 1996 to evaluate the condition of all correctional facilities in operation at the time. The resulting document, referred to as the “PACK Study,” provided DOC with a list of the existing deferred maintenance deficiencies. At that time, the list contained approximately $58 million in known maintenance needs. Since then, DOC has continued to address those projects that could be financed within the existing budgets and periodically brings the unfunded list of deferred maintenance to the attention of the legislature through the budget process. The list is updated as projects are completed and new issues are identified. The projects are periodically prioritized by managers from Facility Services and the physical plants from the institutions. Currently, the list of known deferred maintenance needs is approximately $67.9 million as reported on the 107BF16c Deferred Maintenance Detail Report.

The 2013 Legislature approved funding for $4.9 million to address DOC’s most critical priority 1 projects. While this infusion of financing for these projects and activities was welcomed, the fact remains that DOC does not have a regular biennial budget mechanism to ensure an appropriate maintenance funding level exists for its aging facilities. Without that in place, the only recourse is the biennial Policy Package request. The 2015-17 Governor’s Recommended Budget includes Policy Package 106 – Deferred Maintenance Priority Projects for $14.2 million. This amount would continue to address DOC’s outstanding priority 1 liabilities. These projects would be completed over the next 6 years and would be financed by the sales of bonds.

FACILITIES MAINTENANCE SUMMARY REPORT

AGENCY: **Corrections**
Agency #: **29100**

Value of Buildings and Building Improvements		Facilities Operations and Maintenance (O&M) Budget		
Cost of Buildings (as reported to Risk Management)	6/30/14 Replacement Value (Risk Management)	Personal Services	Services & Supplies	Total
$628,075,372	**$1,310,939,903**	$ 42,944,710	$ 47,313,032	$ 90,257,742

Total sq. ft. of Bldgs: sq. ft. **5,455,641**

2015-17 Maintenance Budget (no janitorial or utility) $ 12,607,657 **Utilities Budget: $ 34,705,375**

÷ square feet of building: $ 2.31 sq. ft.

Total Outstanding Deferred Maintenance			Deferred Maintenance Budget 2015-17			
	Categories 1-2	Categories 3-5	Total	Personal Services	Services & Supplies	Capital Outlay
As of 6/30/14	$41,307,865	$26,590,664				
Projected 6/30/15	$41,307,865	$26,590,664	$14,220,432	$ 0	$465,314	$13,755,118

Briefly describe the software (or manual process) used to identify routine (including preventative) facility maintenance needs. The Department of Corrections utilizes a computerized maintenance management system (CMMS) from Benchmate, Inc.

What data elements do you track with software (or manual process) described above? Trouble calls, work orders, parts used, and parts inventory.

Briefly describe how the facilities maintenance budget is developed (note whether software (or manual process) described above is used in budget development):

The institution level maintenance budgets are primarily developed based on Current Service Level (CSL) and adjusted for inflation. The maintenance needs identified for correction are consolidated and reported centrally with funding requested through the option package process.

Briefly describe the system or process used to identify Deferred Maintenance *(e.g.; staff makes an annual estimate based on periodic assessments; evaluation of facilities using contract structural engineering firm, etc.):*

The initial list of deferred maintenance needs was developed by a consulting firm contracted to evaluate the condition of the department's holdings. Updates to this list are the result of assessments performed by staff or consultants retained to assess specific items.

Briefly describe the process to provide funding for facilities maintenance. (e.g.; biennial appropriation; assessment to applicable programs to sustain a Capital Maintenance/ Improvement Fund authorized under ORS 276.285(2); etc.):

Biennial appropriation

FACILITIES MAINTENANCE SUMMARY REPORT

Statutory references: ORS 276.229(2), ORS 276.227(5)

FACILITIES OPERATIONS AND MAINTENANCE REPORT

(Excluding facilities improvements and deferred maintenance)

AGENCY Name: Corrections
Agency #: 29100

	2011-13 Actuals	FTE	Leg Approved 2013-15	FTE	2013-15 Estimates	FTE	2015-17 Budget	FTE
General Fund								
Personal Serv - Utilities & Janitorial	$3,434,763	22.00	$3,697,253	22.00	$3,474,048	22.00	$3,721,684	22.00
Personal Services - Maintenance	$32,168,862	174.52	$36,250,324	174.52	$37,112,281	174.52	$39,223,026	174.52
S&S - Utilities & Janitorial	$30,438,224		$29,988,581		$30,994,075		$34,705,375	
S&S - Maintenance	$11,763,127		$9,607,955		$12,421,767		$12,607,657	
GF Subtotal	$77,804,976	196.52	$79,544,113	196.52	$84,002,171	196.52	$90,257,742	196.52
Lottery Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
LF Subtotal	$_____		$_____		$_____		$_____	
Other Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
OF Subtotal	$_____		$_____		$_____		$_____	
Federal Funds								
Personal Serv - Utilities & Janitorial	$		$		$		$	
Personal Services - Maintenance	$		$		$		$	
S&S - Utilities & Janitorial	$		$		$		$	
S&S - Maintenance	$		$		$		$	
FF Subtotal	$_____		$_____		$_____		$_____	
Total All Funds	**$ 77,804,976**		**$ 79,544,113**		**$ 84,002,171**		**$ 90,257,742**	

The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc.

FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: **Corrections**
Agency #: **29100**

Building Name or Identifier	Replacement Value (as of 6/30/14)	2015-17 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/15)	Outstanding Deferred Maintenance (projected) by Category 1 - 2	3 - 5
Facilities > $1 million (attach additional sheets if necessary)					
CCCF	$187,310,663	$810,936	$1,478,777	$810,936	$667,841
CDC	$52,250,197	$0	$5,645,765	$891,821	$4,753,944
CRCI	$21,013,242	$998,244	$2,345,722	$1,166,724	$1,178,998
DRCI	$157,278,924	$0	$35,100	$35,100	$0
EOCI	$85,872,511	$401,544	$9,729,970	$7,893,990	$1,835,980
MCCF	$9,290,875	$0	$2,316,600	$2,246,400	$70,200
OSCI	$83,610,558	$1,375,920	$10,332,590	$6,148,097	$4,184,493
OSP	$157,038,796	$702,000	$10,799,039	$4,435,938	$6,363,101
OSPM	$8,756,978	$0	$741,461	$741,461	$0
PRCF	$13,936,000	$280,800	$1,669,561	$1,031,940	$637,621
SCCI	$11,312,454	$0	$274,859	$87,379	$187,480
SCI	$27,122,544	$561,600	$2,886,460	$2,880,298	$6,162
From attached Sheets					
From page 2 From page _____	$496,146,161	$4,623,570	$19,642,625	$12,937,781	$6,704,844
Total Facilities > $1 million (total from detail above)	$814,793,742	$5,131,044	$48,255,904	$28,370,084	$19,885,820
Facilities < $1 million (total for all facilities < $1 million)	$	$	$	$	$
Total all Facilities	**$1,310,939,903**	**$9,754,614**	**$67,898,529**	**$41,307,865**	**$26,590,664**

FACILITIES DEFERRED MAINTENANCE DETAIL REPORT

AGENCY: **Corrections**
Agency #: **29100**

Building Name or Identifier	Replacement Value (as of 6/30/14)	2015-17 Deferred Maintenance Budget for this Facility	Total O/S Deferred Maint. (projected) (as of 6/30/15)	Outstanding Deferred Maintenance (projected) by Category 1 - 2	3 - 5
Facilities > $1 million (attach additional sheets if necessary)					
SFFC	$10,237,871	$736,604	$407,160	$301,860	$105,300
SRCI	$268,079,468	$1,935,976	$12,016,448	$11,623,988	$392,460
TRCI	$194,165,338	$1,642,680	$5,328,584	$262,952	$5,065,632
WCCF	$23,121,417	$308,814	$748,981	$748,981	$0
DOC (Agency Wide – Not Building Specific)	$542,067	$0	$1,141,452	$0	$1,141,452
From attached Sheets					
From page ____**1**_____ From page _____	$814,793,742	$5,131,044	$48,255,904	$28,370,084	$19,885,820
Total Facilities > $1 million (total from detail above)	$496,146,161	$4,624,074	$19,642,625	$12,937,781	$6,704,844
Facilities < $1 million (total for all facilities < $1 million)					
Total all Facilities	**$1,310,939,903**	**$9,755,118**	**$67,898,529**	**$41,307,865**	**$26,590,664**

Agency: Department of Corrections

Project Name	Project Description	Estimated Start Date	Estimated End Date	Project cost to date	Estimated 15-17 Costs	All biennia total project cost	Base or POP	Project Phase: I=Initiation, P=Planning, E=Execution, C=Close-out	If continuing project - Has it been rebaselined for either cost, scope or schedule? Y/N - If Y, how many times?	Purpose: L=Lifecycel Replacement; U=Upgrade existing system; N= New system	What Program or line of business does the project support?
Electronic Health Record	DOC is still managing paper medical charts for medical, mental, and dental health. This project will transition the business to an electronic health record	7/1/2015	6/30/2017		$3,045,462	TBD	POP	I	N	N	Health Services
Inmate Thin-Client Network Replacement (In-Place)	DOC IT Services maintains, monitors, and repairs the critical system infrastructure which is at high risk of failure due to its aging hardware. The Inmate Network's software need has also outgrown the existing old hardware and is therefore experiencing lag time, timeouts, and on occasion cannot be upgraded because of incompatibility issues.	7/1/2015	6/30/2017		$623,175	TBD	POP	I	N	L	Operations
DOC Intranet	Leveraging our Microsoft Enterprise License, DOC has chosen MS SharePoint as the solution to build an Intranet, establish and manage collaboration and project spaces, replace file shares and utilize for certain business intelligence services	7/1/2015	6/30/2018		$876,000	TBD	POP	I	N	N	Administration
Business Analysis for Corrections Information System Replacement	This 25 year old, Legacy, i-series application is not keeping up with current business processes and user demand for enhanced reporting. This project is 24 months of work to identify business and technical requirements in preparation for procuring a new system.	7/1/2015	6/30/2017		$2,000,000		POP	I	N	L	Administration
Corrections Information System Replacement	Complete replacement of a 25 year old Legacy, i-series information system – written in COBOL.	7/1/2017	6/30/2021			20,000,000	POP	I	N	L	Administration

SAS Data Warehouse Software Maintenance	The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill adhoc and CORE related data requests. The data is also used to support research, program evaluation, and risk assessment.	7/1/2015	6/30/2017		$280,000	TBD	Base	I	N	L	Research
Intake Electronic computer-based Data Collection & Assessment System	The DOC Intake Center has utilized the same paper-based offender information collection and assessment process for more than 20 years. DOC is requesting a computer-based offender data collection and assessment system.	7/1/2015	6/30/2017		$198,000	TBD	POP	I	N	N	Intake
Warehouse Management Barcode System	DOC currently carries out all warehouse functionalities manually on paper. We are requesting a Warehouse Management System that is integrated with our current accounting system.	7/1/2015	6/30/2017		$630,982	TBD	POP	I	N	N	General Services
AS400 Modernization	Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser. Modernization is in part accomplished by purchasing new software tools. Modernization includes access to both the CIS (offender system) and AFMIS (accounting) systems with a web browser replacing the current 5250 green screens.	7/1/2015	6/30/2017		$786,688	TBD	POP	I	N	N	Administration
PREA Technology Solutions	This package requests technology solutions that will enhance security and support the Prison Rape Elimination Act (PREA). The Oregon Department of Corrections has a zero tolerance for sexual abuse. New technology is a critical component for detecting prison rape and other security concerns.	7/1/2015	6/30/2017		$14,922,845	TBD	POP	I	N	N	Operations

Payroll Imaging	Due to the current technology of Payroll Systems, the amount of paper documents required to be maintained is huge. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. DOC maintains over 60 5-drawer file cabinets around the state for payroll records. DOC would like to incorporate the system used by Secretary of State (Oregon Records Management Solution) to image, file and archive payroll records. The cost of this system is approximately $15,000 per biennium. DOC will need two clerical support positions to scan back records for approximately 6 months to start up (approximately $60,000).	7/1/2015	6/30/2017		$75,000	TBD	Base	I	N	N	Administration

Business Case for an Electronic Health Records System

Oregon State Department of Corrections (ODOC),

Operations Division,

Health Services (HS) Administration Section

Date: January 26, 2015

Version: 6.5

Authors: Fusion Consulting and ODOC Project Team Members

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Web site: ODOC Health Services

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Business Case – Authorizing Signatures

The person signing this section is attesting to reviewing and approving the business case as proposed.

PROPOSAL NAME AND DOCUMENT VERSION #	**Electronic Health Records (EHR) System Version 5.1**		
AGENCY	**Oregon Department of Corrections (ODOC)**	DATE	**January xx, 2015**
DIVISION	**Health Services (HS)**	DAS CONTROL #	**POP 101**
AGENCY CONTACT	**Mark Jungvirt, HS Business Operations Administrator**	PHONE NUMBER	**503-378-3159**

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters, Director of the Department of Corrections (ODOC)	January xx, 2015
Signature	
Agency Executive Sponsor	
Mark Jungvirt, Health Services Business Operations Administrator	January xx, 2015
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Bettina Davis, Information Technology Services (ITS), Chief Information Officer (CIO)	January xx, 2015
Signature	
State Data Center Representative, if required by the State CIO	
Signature	
This Section to be completed by DAS Chief Information Office (CIO) IT Investment and	

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Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

Mission and Performance Management

The Oregon Department of Corrections (ODOC) operates correctional institutions and performs functions related to legislatively approved programs for over 14,500 offenders, within 14 institutions throughout Oregon.

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

In addition to managing the inmate population, the Department also administers the Community Corrections grant programs providing financial assistance, technical assistance, and policy development in thirty-six counties supervising 31,000 offenders on felony probation and post-prison supervision. Of those 36 counties, the community corrections departments for 2 (Linn and Douglas) are directly managed by ODOC.

The 2013 Oregon Legislative Session

During the 2013, Oregon Legislative Session, SB 843 was passed and signed into law. The bill created the Work Group on Corrections Health Care Costs. This group evaluated the Oregon Department of Correction health care system expenditures and efficiencies. The SB 843 Workgroup provided a number of recommendations, many of which implementation is already underway.

At the conclusion of the yearlong evaluation, one of the Workgroup's major recommendations was for ODOC to purchase and implement an Electronic Health Records (EHR) system to improve clinical operations and increase operational efficiency.

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Proposed Project

With the support of the SB 843 Workgroup, ODOC is proposing to procure and implement an Electronic Health Record (EHR) system that meets the needs of the department. ODOC would modernize the current medical documentation process through the procurement and implementation of a Software as a Service (SaaS) EHR system. SaaS is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.

The SaaS solution will be financed through the Health Services budget on a biennial basis. An EHR software/system will facilitate the care of inmate patients within the agency's 14 institutions.

In May 2014, ODOC hired Fusion Consulting, a nationwide leader in assisting County, State and Federal correctional agencies in selecting, implementing, and supporting Electronic Health Record systems. Fusion prepared Stage Gate 1 documents required to procure a SaaS commercial off the shelf (COTS) EHR system, leveraging their expertise in vendor pricing, system functionality and overall change management concepts to guide Health Services and submit the appropriate documents. Fusion worked with stakeholders from Health Services and IT to prepare and submit the following project pre-initiation documents:

- "As-Is" Current Workflow Analysis
- "To-Be" Future Workflow Analysis
- Business Case and IRR Documentation
- Readiness Assessment
- Statement of Work

Based on the information gathered and submitted, 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.

An EHR will provide ODOC with a foundation for sharing data and essential information, to improve business efficiencies, and make evidence-based decisions. Furthermore, it will position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business systems will improve the department's ability to meet its mission and promote public safety by supporting the functions necessary for clinical excellence and risk management.

In 2013, ODOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is ODOC's performance management and process improvement methodology guiding the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

Having the ability to set markers, track findings, outcomes, and measure items to determine the effectiveness of the health care system will be valuable information for measuring success.

An EHR system will provide the ease of monitoring and tracking individuals with chronic health conditions to ensure we are as an organization achieving good results and give us the ability to report CORE outcome measures.

An EHR will support ODOC's CORE process measures of managing inmate healthcare (OP3):

- Offsite medical care - % of total inmate care encounters that occur offsite (OP3a).
- Continuous quality improvement (CQI) - % of compliant CQI programs (OP3b).
- BHS coordination of care management - % of inmates with serious and persistent mental illness receiving mental health case management services (OP3c).
- Clinical licensure - % of licensed and credentialed employees (OP3d).
- Pharmacy - % of prescription medications filled and delivered within two business days (OP3e).
- Inmate blood pressure - % of inmates with condition who are in acceptable levels (OP3f).
- Inmate cholesterol - % of inmates with condition who are in acceptable levels (OP3g).
- Inmate blood sugar - % of inmates with condition who are in acceptable levels (OP3h).
- Parole/Release medications – % of inmates that receive their medications upon release (OP3i).
- Health empowerment – % of inmates enrolled in a self-empowerment program (OP3j).

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(For additional detail on CORE goals and processes, see Appendix J: ODOC CORE Fundamentals).

ODOC's Current Healthcare System

ODOC is responsible for providing and coordinating the healthcare for all ODOC patients. Patient encounters occur primarily at ODOC clinics but also include off-site care provided at geographically dispersed specialty clinics and hospitals. ODOC's healthcare system handles over 14,000 inmates, with 5,200 new intakes per year, of which 70% are first time inmates that require manual assembly of a new health record. In addition to these figures, ODOC's approximately 540 Health Services staff engage in over 1 million patient care encounters each year. ODOC's healthcare system includes, but is not limited to, general medical care, dental care, behavioral health services, and pharmacy services. However due to the lack of an EHR system ODOC is currently unable to track usage of primary services provided to each inmate in a given year.

ODOC Health Services Unit currently relies on a paper-based medical record combined with a midrange offender management application that does not maximize operational efficiencies, support improved decision making or

improve patient care outcomes. Implementing a COTS EHR solution will eliminate the cumbersome and antiquated paper-based medical record and support the following ODOC business objectives:

1. Increased Efficiencies and Access to Medical Records
2. Reduce Paper Waste
3. Improve Health Care Quality and Patient Outcomes
4. Ensuring Accountability and Confidentiality
5. Current and Consistent Correctional Health Care Practices
6. Effective and Efficient Distribution of Clinical Information to Support Continuity of Care

Key problems confronting the paper filing system are:

- Medical, dental, mental health and pharmaceutical records are consolidated in one file, are paper based, and require handwritten entries.
- Misrouting of files between medical institutions during transport and misfiled records can potentially delay or obstruct continuity of care.
- Delay of non-emergent off-site care due to missing medical records.
- Copying medical records, when requested by off-site providers, is cumbersome and time consuming. It is not uncommon for a chart to contain hundreds of pages.
- Unable to effectively share or access patient information, particularly when they are transferred between institutions or have services performed by various medical services within the same facility.
- Evaluating for trends or hotspots that might improve inmate health. For instance, a manual search of every paper chart would need to occur to gather accurate data for determining how many patients have high blood sugar, blood pressure, and cholesterol throughout ODOC.

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The implementation of an EHR will eventually minimize or eliminate the need for paper files and medical record rooms. Eliminating the records room at each institution will free up valuable space, improving clinic workflows and operations.

What ODOC seeks in an EHR System

A high-level overview of requirements that ODOC is seeking in an EHR includes, but is not limited to:

1. A commercial off-the shelf electronic health record system
2. Available via software as a service (SaaS), a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.
3. EHR must be ONC Certified to the 2014 Edition Standards and Certification Criteria.
4. Can interface with or replace the following systems:
    a. Offender Management System (OMS)
    b. Laboratory
    c. Radiology
    d. Correctional Institution Pharmacy System (CIPS)
    e. Health Information Exchange (HIE)
5. Has been implemented in a large state DOC environment
6. Utilizes logon credentials from ODOC's active directory
7. Offers user customization of forms, reports, handouts, and system settings

8. Offers 24x7x365 support by certified EHR professionals

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Three Project Phases

The project will be divided into the following three phases:

1. **Phase 1**: Pursue a Request-for-Proposal (RFP) to identify and select a vendor meeting the specific functional requirements established by ODOC.
2. **Phase 2:** Establish the EHR technical environments, develop interfaces, build any mandatory customizations, and train all Health Services staff.
3. **Phase 3:** Tactically implement (rollout) the EHR system to each site. Since Oregon is a geographically large state, it will be important to identify and group the institutions for an effective roll out phase.

Five Alternative Solutions

As part of ODOC's approach in defining the solution requirements, ODOC have identified the following six (5) alternative solutions and compared them to the desired solution – SaaS COTS EHR.

1. Stay As-Is
2. SaaS COTS EHR
3. Custom Application
4. Tie into another Public Agency EHR
5. SaaS COTS EHR with an Offender Management System (OMS) Module

Following ODOC's evaluation of each alternative, the SaaS COTS EHR (#2) met the desired EHR solution requirements and the cost/benefits outweighed the other alternatives.

Governor's key priorities for IT systems

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This project meets several of the Governor's key priorities for IT systems including the following:

1) Expand access to health care coverage and continuity of care through a modern EHR system, which can interface with the Health Information Exchange (HIE) as well as support the expanded Medicaid coverage of the Affordable Care Act, specifically for the incarcerated.
2) Improve health by shifting focus to prevention and wellness. Oregon's coordinated health care model emphasizes prevention, wellness, and local flexibility in delivering care. According to the Governor's page on the Oregon State website, the governor is asking for organizations to develop new ways to improve care and prevent chronic conditions from becoming emergencies, such as the DOC.
3) Create a more accountable system that saves the State money. The governor has mandated reforms that are projected to save hundreds of millions of dollars, ending years of spiraling costs, and ensuring a stable and sustainable future. The federal government has invested $1.9 billion in Oregon's health care system, and in return, the governor is looking to reducing the rate of inflation while delivering measurably better health outcomes. The governor's priority states that organizations such as the ODOC will be held accountable for improving health measurements like reducing hospital readmissions for chronic conditions and covering more people through expanded Medicaid.

This project will reduce the time and cost associated with maintaining paper files. It will allow ODOC to track needed data to improve CORE process measures. Ultimately, it will improve the processes of providing timely healthcare, patient outcomes, and continuity of care, to include accurate accounting and delivery of

medications. It will also streamline the process for providing accurate and timely documentation for legal adjudications.

Key Project Assumptions

Key assumptions for this project include:

- COTS EHR vendors are able to meet the needs of ODOC
- COTS EHR vendors have successfully implemented statewide solutions for departments of correction in other states.
- EHR implementation costs will be stable and based on costs for similar state DOC EHR implementations.

Key Project Risks

Key project risks that must be effectively managed include the following:

- Bias in the RFP process, potentially steering the EHR selection toward a certain vendor or solution.
- Timely implementation to ensure continued buy-in from ODOC Health Service staff.
- Regardless of where the system is hosted, that it be supported by 24x7x365 by certified EHR professionals, and staff with technical knowledge of the chosen solution.
- External drivers, which may detract from choosing a system that meets ODOC's solution requirements.

ODOC understands the need to limit the number of potentially duplicative IT systems. Every effort to utilize existing agencies systems and contracts will be made. However, given the unique nature and requirements of a correctional healthcare system and environment, ODOC will achieve maximum benefit through the procurement and implementation of a system that specifically meets its needs.

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Recommendation

Based on the research that has been completed and analysis of vendor capabilities reported by Fusion Consulting, ODOC recommends moving forward with Alternative # 2, a software as a service (SaaS) commercial off-the-shelf (COTS) electronic health record (EHR) hosted by the EHR vendor. It is anticipated that this solution would cost approximately $3.5 million in initial funding over a three-year project lifecycle, plus an addition subscription thereafter.

A SaaS COTS EHR will provide ODOC the most robust solution available while providing the flexibility needed to modify it as required. Because of the risk analysis (see attached documentation), Alternative # 2 has been assigned a total risk score of Low. In addition to the aforementioned benefits, ODOC gains the added feature of leveraging other states enhancements to the selected vendor's product as well. Achieving a successful implementation includes the following steps:

1. Identify the funding source.
2. Initiate a formal procurement process to publish an RFP
3. Implement EHR solution, including:
    a. Configuration and customization of system, including interfaces to external providers.
    b. Implement organizational changes identified in analysis.
    c. Provide process and system training.
    d. System roll-out to all sites.

To date, ODOC has already taken the appropriate measures in hiring an experienced ODOC EHR consulting firm who completed the following items to be used in the EHR implementation:

- Project Charter
- Project Management Plan
- "As-Is" Current Workflow Analysis
- "To-Be" Future Workflow Analysis
- Business Case and IRR Documentation
- Readiness Assessment
- Statement of Work

Consequences of Failure to Act

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to result in inefficient utilization of staff resources and unnecessary costs associated to maintaining a paper-based system.

Failure to act in implementing an EHR system will cause ODOC to:

- Not meet the Governor's initiatives.
- Continue supporting ODOC's Correctional Information System (CIS) Inmate Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS), and Mental Health System (CTS).
- Struggle managing ODOC's CORE process measures of Managing Inmate Healthcare (OP3).
- Continued support of an antiquated business model.
- Continue misallocation of human resources (nurses conducting clerical duties).
- Remain a higher risk for potential medical malpractice.
- Waste resources obtaining data needed to enable fact-based decisions.

Background and Purpose

Purpose

ODOC invests heavily in the healthcare of inmates. ODOC provides, organizes, and bares the financial responsibility for healthcare to inmates within ODOC institutions and when sent to offsite institutions for specialty care throughout their incarceration. ODOC's healthcare system brings in and releases approximately 5200 inmates each year, requiring extensive records management. ODOC provides the delivery of healthcare pertaining to general medical, mental health, and dental care and maintains all information in one paper based medical record. ODOC medical providers and nurses engage in over 1 million patient care encounters each year. Each encounter is documented in the medical record as required by law. The current paper based medical record system complicates the coordination of patient care among the various internal disciplines as stated above. This system exacerbates many issues that hinder efforts to facilitate continuity of care.

An Electronic Health Record system is a technological solution that will resolve these aforementioned operational inefficiencies, and provide substantive benefits. An EHR will allow for the simultaneous and instantaneous access of inmate charts, provide essential datasets crucial to efficient business decision processes, national accreditation requirements, and support the governor of Oregon's initiatives for its residents.

Background of Department of Corrections

The Oregon Department of Corrections was created by the 64th Legislative Assembly in June 1987, and operates under ORS chapter 423. The department's mission originates in the Oregon Constitution, which was amended in November 1996, to say, "Laws for the punishment of crimes shall be founded on these principles: protection of society, personal responsibility, accountability for one's actions and reformation." The department has custody of inmates sentenced to prison for more than 12 months. Oregon houses inmates in 14 state prisons.

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The Oregon Department of Corrections is recognized nationally among correctional agencies for providing inmates with the cognitive, behavioral and job skills they need to become productive citizens. Due to these efforts Oregon's recidivism rate is about 30 percent.

To further focus on safe communities, safe prisons, and a safe workplace, the department created the Oregon Accountability Model. This purposeful plan is designed to change inmates' criminal behavior - during incarceration and post-prison supervision - using evaluation, education, treatment, and work. It begins at the assessment phase during intake and affects offenders throughout incarceration, reintegration, and their time on community supervision. It is inspired by the department's mission of public safety, inmate accountability, and crime prevention.

The Department of Corrections provides administrative oversight and funding for the community corrections activities of Oregon's 36 counties. All but two of Oregon's counties manage their own inmates who are subject to jail, parole, post-prison supervision, and/or probation. The department provides interstate compact administration and jail inspections as well as central information and data services regarding felons statewide. It is also responsible for evaluating the performance of community corrections.

The department's culture is driven by integrity, respect and teamwork guided by a strong vision that includes leadership, partnerships, and productivity. Department staff is actively involved in their communities, serving on commissions, participating in volunteer organizations, coaching kids' teams and otherwise giving their time to enhance the quality of life for all Oregonians.

Background of Department of Corrections Health Services Unit

The Oregon Department of Corrections is responsible for the management and administration of all adult correctional institutions and other functions related to state programs for adult corrections to include medical, dental, behavioral health, pharmacy and medical records programs operated at each facility and the care delivered to over 14,500 inmates. The National Commission on Correctional Healthcare (NCCHC) surveys Health Services' operations for accreditation every three years.

Medical Services

The State has a Constitutional and moral obligation to provide health care for those people whom it incarcerates. The Federal Courts have mandated that inmates, though incarcerated, remain entitled to basic medical care.
These inmates enter the system with a lower than average educational level, lower than average income, and a higher than average rate of illness and chronic disease. An estimated 23% have cardiovascular associated disease and 10% have a respiratory disease. 23% have moderate or severe mental health problems, and up to 71% report substance abuse problems. In addition, they often have had little or no previous medical care.

Medical service staff encounters medical problems similar to those found in the outside community. These problems range from minor to major concerns and include acute illnesses, chronic diseases as well as preventative and end-of-life care. ODOC medical providers provide more than 622 daily on-site primary care appointments and nursing staff engages in over 1,900 daily patient care contacts. ODOC provides extensive onsite primary care and coordinates appointments in the community with specialists such as cardiologists, surgeons, and gastroenterologists as needed. ODOC operates five onsite infirmaries with 76 beds for those patients needing greater care. When the need arises, ODOC coordinates inmate hospitalizations based on the geographic location and care required for the inmate. Radiology (X ray images) and laboratory services are obtained onsite. Images and specimens are sent offsite for evaluation of findings. Written results are returned via fax or mail.

Dental Services

ODOC has dental clinics in 12 institutions. Inmates housed in institutions without dental clinics are transported to the nearest facility for their dental needs. Dental clinics are staffed by licensed Dentists and qualified Dental Assistants.

To receive dental treatment, inmates send a request stating their dental problem to the dental clinic, and an appointment is scheduled. In addition to the 1 million medical encounters, there are approximately an additional 35,000 dental encounters each calendar year.

Emergency treatment and relief of pain is the first priority, but other medically necessary dental services (preventative treatments, routine fillings, and dentures) are also available. Medically necessary services are prioritized and scheduled based on the severity of the problem and the projected length of the inmate's sentence. Inmates may also be referred to community specialists if the procedure cannot be completed onsite.

Behavioral Health Services

ODOC provides several levels of mental health treatment along with individualized case management. Mental health services are targeted to inmates with severe or persistent mental illness. Short-term services are available to inmates who are not mentally ill, but show high suicide potential, or are experiencing emotional distress.

All inmates are screened at intake for mental illness. Inmates with moderate to severe diagnoses are monitored and routinely evaluated throughout their incarceration by qualified mental health providers. Behavioral health staff also provide mental health crisis services as well as work with release counselors to provide continuum of care when inmates are released back into the community.

ODOC employs and contracts with psychiatrists and psychiatric nurse practitioners to prescribe psychiatric medications as appropriate. These prescribers work closely with the qualified mental health providers to ensure treatment continuity. Inmates who do not need other critical services may receive medication only.

Pharmacy

ODOC has two pharmacies serving institutions on the west side and east side of Oregon. They are licensed and regulated by the Oregon Board of Pharmacy and the Federal Drug Enforcement Agency. This geographic separation provides economy in distribution and professional oversight while ensuring emergency backup capabilities. Medications are purchased through a 48 state buying consortium known as MMCAP under strict state purchasing guidelines that provide best pricing levels in the nation. Pharmacists regularly inspect institutional medication rooms to ensure compliance with policy and regulation and to provide consultation to site managers. Pharmacy currently prepares packages and distributes over 35,000 prescriptions per month.

Medical Records

ODOC is responsible for maintaining patient records that meet the requirements set forth by administrative rules, federal and state laws pertaining to medical information. Medical records are kept on site for 30 days following an inmate's release and then transferred to a central warehouse where they are stored for an additional seven years. After seven years, they are sent to archive where they are kept forever. At any given time, there is an estimated 51,000 medical records in the central warehouse, which requires two full-time employees to maintain, not including medical record clerks at each of the respective 14 institutions.

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The current issues with the paper based medical record system and expected outcomes with the implementation of an EHR are described in the following business objectives. Additional information pertaining to the mandatory requirements of the desired solution can also be found in the Alternatives Analysis and attached Requirements Traceability Matrix (RTM).

Business Objectives (Problem and Opportunity Analysis)

Increase Efficiencies and Access to Medical Records

Reduce the time needed to obtain and maintain an inmate's chart. Provide information in a legible, cohesive, organized, and efficient manner, which greatly reduces human error, and provide access to multiple providers simultaneously. Utilize the data to improve medical care and operations.

Current Condition

A paper-based system lends itself to a decreased level of productivity and output when compared to the production capabilities of a fully implemented EHR. Today's productivity is limited by the extensive time it takes to locate, transport, review, document, file all paper information in the medical record, and store the file on a shelf in the medical records area**.** Paper-based medication tracking is error prone, illegible, open for diversion, and very labor intensive. For example, a nurse documents each medication manually when administered. Pill lines can take several hours to conduct at a large institution. From a scheduling perspective, the current Corrections Information

System (CIS) system is antiquated and has a very limited set of features that requires a separate appointment for each condition or issue a patient has. As a result, staff typically only enter one condition when they are actually being seen for multiple conditions. This makes reporting extremely difficult and inaccurate. This method of scheduling also forces staff to constantly go back to the inmate's chart to determine the reasons and outcomes for a particular visit.

Expected Outcomes

An EHR will:

- Greatly increase productivity by allowing an inmate's medical record to be instantly accessible with all pertinent medical information being readily available.
- Provide procedurally driven documentation, supplying clinical staff with appropriate data fields based on the selected workflow. User input will be documented primarily through data selects (dropdown, radio button, etc.).
- Provide information in a legible, cohesive, organized, and efficient manner greatly reducing human error.
- Provide patient chart access to multiple providers simultaneously, facilitating appropriate and timely care.
- Maximize previous investments in 'smart' medical devices. When interfaced with the EHR, these devices can automatically populate specific EHR data fields and eliminate manual entry by staff.
- Facilitate sharing information with community health care providers and organizations (laboratories, specialists, medical imaging institutions, pharmacies, emergency institutions, and workplace clinics).
- Provide immediate access to the medical information during a Telemedicine encounter.

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Reduce Paper Waste

A paper–based system results in excessive and unnecessary use of paper, inefficient allocation of human resources, large space, and storage needs for records, and cost associated with storing and future destruction.

Current Condition

The health care records of Oregon's active inmates overflow medical record rooms across the state's 14 institutions and the files of at least 51,000 former inmates crowd nearly a mile of shelf space in a Salem warehouse. Medical files are created or retrieved from the warehouse for all inmates upon arrival at ODOC's intake facility. ODOC processes approximately 5,200 admissions per year. A single inmate's file documenting their complete medical history can occupy up to four feet of shelf space. All records are packaged and transported around the state by couriers or with the custody staff during all internal moves on a daily basis. ODOC currently retains and stores each inmate health care record for a period of seven years upon release from state custody.

Expected Outcome

Eliminating paper medical records will achieve the following:

- Eliminate staff time wasted when searching for medical records.
- Support of Governor's sustainability initiative to reduce paper waste and supporting environmentally sound practices.
- Eliminate the need to create and print paper records.

- Eliminate transportation and packaging of existing paper records between institutions and upon discharge as inmates are transferred between institutions or two community clinicians.
- Eliminate redundant printed-paper copies of the same information, such as medication lists, patient emergency consents, flow sheets, etc.
- Eliminate staff time devoted to copying paper medical records.
- Reduction in copy machine leases, paper, and toner.
- Minimize nursing staff time spent performing administrative functions such as filing, handling, and maintaining paper information.

Improved Health Care Quality and Patient Outcomes

By having immediate access to complete patient information, providers improve their ability to make well-informed treatment decisions quickly and safely. EHRs have the potential to integrate and organize patient health information and facilitate instant distribution among all authorized providers involved in a patient's care. For example, EHR automated alerts notify providers of a patient hospitalization, allowing them to respond proactively and improve patient outcomes.

Current Condition

Healthcare information is maintained in paper-based records or in disparate (and in many cases antiquated) databases. Data from these sources require manual review of handwritten information captured in the record. Meaningful analysis of this data and information is currently extremely difficult, labor intensive and inefficient. The current system has no efficient means to research for trends that expose areas for improved quality and continuity of patient care.

Expected Outcome

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An EHR will:

- Provide quick access to complete patient records from multiple locations.
- Offer enhanced decision support, clinical alerts, reminders, and medical information.
- Ensures legible, complete documentation that facilitates accurate coding and billing.
- Improve medical practice management through integrated scheduling systems that link appointments.
- Improve the ability to benchmark workflow processes to deliver more effective and efficient health care.
- Have capabilities to interface with public health systems such as registries (e.g. Alert vaccine system).
- Provide capabilities to standardize data, order sets, and care plans helping to implement common treatment of patients using evidence-based medicine.
- An EHR will enable business analytics supporting DOC healthcare expenditures and identifying areas for improvement.
- Provide beneficial information regarding health outcomes for individual and total population health.
    1. Enhancing research and monitoring for improvements in clinical quality
    2. Providers who have electronic health information about the patients they serve can look more meaningfully at the needs of patients who:
        a. Suffer from a specific condition.
        b. Are eligible for specific preventive treatment.
        c. Identify inmate health trends with automated laboratory comparison.

d. Are currently taking specific medications.

3. Helps providers identify and work with patients to manage specific risk factors or combinations of risk factors to determine best treatment and improve patient outcomes.

Ensuring Accountability / Confidentiality

*Enhance staff accountability for the provision of clinical care and patient confidential information as governed by the Health Information Portability and Accountability Act (*HIPAA*).*

Current Condition

A paper-based system does not provide a mechanism that tracks staff handling or reviewing of patients protected health information. In addition, there is no mechanism to track modifications made to patients' records.

Expected Outcome

Through an EHR, embedded user auditing functionality will allow for total accountability and recordkeeping of who accesses the chart and what modifications are made. The EHR will provide enhanced security measures to ensure ODOC patient records meet current HIPAA standards.

Current and Consistent Correctional Healthcare Practices

This iteration of an EHR implementation attempt has a higher likelihood of success compared to attempts in previous years due to the evolution of EHR solutions in the Corrections environment.

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Current Condition

EHR adoption within the Corrections industry has been underway for over a decade. Recent improvements in EHR functionality in the past 5 years have contributed to widespread adoption in correctional institutions nationwide.

DOCs such as Arizona, Iowa, Kansas, Kentucky, Mississippi, New Jersey and Texas have been able to successfully implement and utilize COTS EHR systems to support their clinical workflows. Prior to EHR systems being tailored for the Corrections industry, implementing a COTS EHR may have been cost prohibitive, resulting in 'homegrown' systems that required substantial resources to continually maintain.

Expected Outcomes

The adoption and successful implementation of SaaS COTS EHR solutions by other Departments of Corrections provide a framework by which this procurement, implementation, and adoption can utilize lessons learned for a timely implementation that is delivered within budget.

Effective & Efficient Distribution of Clinical Information to Support Continuity of Care

A SaaS COTS EHR will support the Governor's initiative in supporting effective delivery of health care to the State's population by being able to send and receive pertinent health information to and from the community health organizations.

Current Condition

The current paper based record requires that health information be copied and manually provided to a receiving agency, if at all. With the expansion of Medicaid through the Affordable Care Act provisions, information sharing to ensure continuity of care is severely diminished with existing manual processes.

Expected Outcome

The Affordable Care Act has placed a great deal of focus on nationwide utilization of electronic records in the care of patients across the country. An electronic health record will help facilitate DOC's ability to take advantage of the medical system changes that are planned through the Affordable Care Act. In addition, as DOC's inmate patient healthcare system moves toward integration with the statewide Medicaid utilization management system, electronic health record data will be critical to integrate inmates into the Oregon Health Plan. Currently ODOC is enrolling inmates into Medicaid manually, which also takes substantial time. 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.

Alternatives Analysis

Assumptions

- COTS EHR vendors are able to meet the needs of the ODOC
- COTS EHR vendors have successfully implemented solutions in other State DOCs
- There are no examples of a state DOC sharing an EHR with another agency.
- Stability of pricing assumptions, which have been based on other state DOC EHR implementations.

Selection Criteria

1. A commercial off-the shelf electronic health record system
2. Available via software as a service (SaaS). SaaS is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.
3. EHR must be Office of the National Commission (ONC) Certified to the 2014 Edition Standards and Certification Criteria.
4. Can interface with:
    a. Offender Management System (OMS)
    b. Laboratory
    c. Radiology
    d. Pharmacy Management System (CIPS)
    e. Health Information Exchange (HIE)
5. Has been implemented in a large state DOC environment
6. Utilizes logon credentials from DOC's Active Directory
7. Offers user customization of Forms, Reports, Handouts, and system settings.
8. Offers 24x7x365 support by certified EHR professionals.

For a more detailed selection and requirement criteria, please refer to the Requirements Traceability Matrix (RTM).

Points Overview

Each of the five alternatives were scored based on the selection criteria.

- "No" was **0** points
- "Through Customization" was **1** point
- "Yes" was **2** points

As part of the assessment against each of the alternatives, the cumulative score was tabulated and provides a numerical comparison across the stated alternatives.

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Selection Criteria and Alternative Solution Rankings

The following table lists the total points scored for the desired alternative in comparison to the other five alternatives. The Total Points are sorted in descending order.

The desired solution Alternative # 2 - SaaS COTS EHR earned the highest ranking.

Table 1 Solution Rankings by the Selection Criteria for Each Alternative

Alternative Solutions	*Total Points*
Desired Solution – Alternative # 2 - SaaS COTS EHR	***22***
Alternative #4 – Tie into another Public Agency EHR	*17*
Alternative #5 – SaaS COTS EHR with an OMS Module	*13*
Alternative #3 – Custom Application	*8*
Alternative #1 – Stay As-Is	*0*

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Risk Ratings

Overall risks for the five alternatives were evaluated based on the potential likelihood and impact of specific issues.

See the related Risk Assessment spreadsheet for detailed risks and risk levels by Alternative based on potential likelihoods and impacts.

Likelihood or Probability	Impact or Severity				
Risk	**Negligible**	**Minor**	**Moderate**	**Major**	**Critical**
Remote or Rare *<10% Likely*	Low	Low	Low	Medium	Medium
Unlikely *11-25% Likely*	Low	Low	Medium	Medium	Medium +
Possible or Occasional *26-50% Likely*	Low	Low +	Medium	Medium+	High
Probable or Often *51-75% Likely*	Low	Medium	Medium+	High	High
Very Probable or Certain *76%<*	Low	Medium	High	High	High

Figure 1 Rating Overview by Likelihood and Impact

Alternatives Identification

Alternative #1 – Stay As-Is

Description of Alternative

Rather than procure an EHR solution, ODOC would continue to use the existing paper-based medical record.

Business Architecture Implications

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to cause inefficient utilization of staff resources and unnecessary costs associated with maintaining a paper-based system.

Policy Implications

This alternative does not meet the Governor's initiatives.

IT Implications

- IT needs to continue to support ODOC's Correctional Information System (CIS) Inmate Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS), and Mental Health System (CTSDB).

Organizational Feasibility

Maintaining a paper-based medical record would not be a feasible solution. Through staff interviews, it is with overwhelming support that an EHR be implemented to increase overall productivity, clinical effectiveness, and decrease time wasted searching for medical records and sharing information. With staff buy-in high, and with state and federal movement for organizations to adopt an EHR, their primary constraint in moving forward is budget based. Without an EHR, ODOC will continue with inefficiency, limited productivity and increased risk exposure.

Risk

- Status-Quo has been assigned a risk rating of Medium+.
    - Please see attached excel document named *ODOC Risk Assessment.xlsx* for individualized risk ratings, descriptions, mitigations and contingencies.
- Continuation of limited productivity and unnecessary operational costs.
- Decrease in staff morale.

Advantages

- No additional capital expenditure.

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Disadvantages

- Does not support ODOC's CORE process measures of Managing Inmate Healthcare (OP3).
- Continued and growing appropriations of operating capital to support an antiquated business model.
- Continued misallocation of human resources (nurses conducting clerical duties).
- Higher potential for medical malpractice.
- Inability to effectively run reports and metrics to enhance operations and reduce waste.

Approach Assumptions

- Current business workflow analysis conducted by consultants.
- Current clinical documentation policies conducted by consultants.
- Current efficiencies analysis conducted by consultants.

Solution Approach Benchmarking

- Time spent by staff in searching for medical records
- Number of duplicate charts
- Time spent by staff in reviewing medical records
- Audit of medication interactions
- Costs associated with maintaining paper charts

Table 2 Selection Criteria Ranking for Alternative #1 – Stay As-Is

Selection Criteria Checklist	Yes	Through Customization	No	Pts
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System			X	0
2. Software as a Service			X	0
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:			X	0
a. Offender Management System (OMS)			X	0
b. Laboratory			X	0
c. Radiology			X	0
d. Correctional Institution Pharmacy System (CIPS)			X	0
e. Health Information Exchange (HIE)			X	0
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory			X	0
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals			X	0
Total Points				0

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Alternative #2 – SaaS COTS EHR

Description of Alternative

The selected SaaS COTS EHR will be hosted remotely by the selected Vendor to provide qualified 24x7x365 support of the EHR.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing "As-Is" and "To-Be" processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

ODOC will also need to seek an exemption to current ORS mandate utilizing the State Data Center.

IT Implications

- Minimal direct IT support of an EHR as system will be remotely hosted and supported 24x7x365 by selected vendor.
- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24x7x365 support for the EHR system's internet and network.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and the selected vendor will need to collaborate in meeting information security standards and defining best practices.

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Organizational Feasibility

Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate some restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system implementation. ODOC also recognizes the critical importance of providing staff training during transition to an EHR. ODOC fully expects this transition to take approximately two years.

Risk

- COTS EHR has been assigned a risk rating of Low.
    - Please see attached Excel document named *ODOC Risk Assessment.xlsx* for individualized risk ratings, descriptions, mitigations, and contingencies.

- ODOC does not maintain EHR system experts on staff. Outsourcing and paying for support, development, etc. will be required.
- Implementing an EHR may prompt substantial changes to the current business processes.
- DOC mandated to host EHR at State Data Center (SDC).

Advantages

- COTS EHR reduces the customization timeframes due to the vendor's knowledge and expertise.
- ODOC can maintain full control of the data.
- Changes to the system can be made more quickly compared to other alternatives.
- EHR can be fully customized to the needs of ODOC.
- Supports ODOC's CORE process measures of Managing Inmate Healthcare (OP3).

Disadvantages

- Complexity of interface implementation since everything is on the ODOC network.

Approach Assumptions

- COTS EHR vendor can provide interface requirements (pharmacy, legacy CIS).
- COTS EHR vendor purchase reduces time needed for customization since much of the desired functionality already exists.
- An adequate and permanent strategy for effectively training staff is critical.
- Staff buy-in remains at a high level.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for inmate care (ODOC nursing protocols).
- The solution has been implemented in various correctional settings.

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Table 3 Selection Criteria Ranking for Alternative #2 – SaaS COTS EHR

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014	X			2
4. Can interface with:				
a. Offender Management System (OMS)	X			2
b. Laboratory	X			2
c. Radiology	X			2
d. Correctional Institution Pharmacy System (CIPS)	X			2
e. Health Information Exchange (HIE)	X			2
5. Has been utilized in a large DOC environment	X			2
6. Interfaces logon credentials with Active Directory	X			2
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.	X			2
8. Offers 24x7x365 support by certified EHR professionals that are knowledgeable of the system.			X	0
Total				22

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Alternative #3 – Custom Application

Description of Alternative

Rather than procuring a Commercial Off-The-Shelf (COTS) EHR from a vendor, the ODOC will develop an EHR solution in-house.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing "As-Is" and "To-Be" processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

ODOC will also need to seek an exemption to current ORS mandate utilizing the State Data Center.

IT Implications

- Hosting internally will require additional server hardware investment at the State Data Center.
- The State Data Center will need to provide 24x7x365 support of the Hardware, OS, and Network.
- IT Services will need to provide 24x7x365 support of the EHR application.
- IT Services will need to request additional staffing authorization.
- IT will have to assign project managers and business analysts to ensure successful development, training, support.

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Organizational Feasibility

Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system implementation. ODOC also recognizes the critical importance of providing staff training as ODOC transition to an EHR. ODOC fully expects this transition to take several years.

Risk

- Custom EHR Application has been assigned a risk rating of High.
    - Please see attached excel document named *ODOC Risk Assessment.xlsx* for individualized risk ratings, descriptions, mitigations and contingencies.
- Lengthy development lifecycle.
- Project cost overrun.
- DOC Mandated to Host EHR at State Data Center (SDC).

Advantages

- Allow for total control of the application source code.
- Endless levels of customization.
- Supports ODOC's CORE process measures of Managing Inmate Healthcare (OP3).

Disadvantages

- High development cost.
- Non-ONC certified EHR.
- Lengthy development lifecycle versus COTS SaaS EHR implementation.
- Lack of subject matter experts may result in limited functionality.
- Increased liability of internally developed EHR.
- "Re-Creating the Wheel" – Functionality required by ODOC already exists.

Approach Assumptions

- ODOC Health Services EHR system requirements already exist in COTS EHR.
- No state utilizes a custom EHR application.
- Federal Bureau of Prisons is currently seeking to replace their custom EHR with a COTS EHR solution.
- Custom EHR is no longer feasible given today's EHR vendors and their available solutions.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for inmate care (Oregon nursing protocols).
- The solution has been implemented in various correctional settings.

Table 4 Selection Criteria Ranking for Alternative #3 – Custom Application

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System		X		1
2. Software as a Service			X	0
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:				
a. Offender Management System (OMS)		X		1
b. Laboratory		X		1
c. Radiology		X		1
d. Correctional Institution Pharmacy System (CIPS)		X		1
e. Health Information Exchange (HIE)		X		1
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory		X		1
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.		X		1
8. Offers 24x7x365 support by certified EHR professionals			X	0
Total				8

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Alternative #4 – Tie into another Public Agency EHR

Description of Alternative

Tie into an EHR currently in use by other government agencies within or outside of Oregon.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing "As-Is" and "To-Be" processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

ODOC will also need to seek an exemption to current ORS mandate utilizing the State Data Center.

IT Implications

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- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24x7x365 support for the EHR system's internet and network.
- ODOC and the State Data Center will need to prioritize EHR bandwidth requirements via Quality of Service (QoS) Policy.
- Minimal direct IT Support of EHR as system will be remotely hosted and supported 24x7x365 by vendor.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and selected vendor will need to collaborate in meeting information security standards and defining best practices.

Organizational Feasibility

Organizational change is often difficult and ODOC expects the transition to an EHR to be typical for an organization of ODOC's type and size. Based on the business process analysis, there could be major changes in the way work will be done with the new system. This could necessitate restructuring of positions, duties, staff, and organizational structure. This assessment needs to be completed in advance of the new system. ODOC also recognizes the critical importance of providing staff training as ODOC transition to an EHR. ODOC fully expects this transition to take approximately two years.

Risk

- Other DOC EHR has been assigned a risk rating of Medium +.
    - Please see attached excel document named *ODOC Risk Assessment.xlsx* for individualized risk ratings, descriptions, mitigations and contingencies.
- Any other system other than a DOC system will lack DOC required functionality.

Advantages

- Would be able to easily share inmate medical records from that specific agency to state DOC.
- Supports ODOC's CORE process measures of Managing Inmate Healthcare (OP3).

Disadvantages

- Base software for many EHR systems is nominal, cost incurred relate to user access licenses, equating to nominal cost savings at best.
- State DOC inmate healthcare varies from other agency healthcare per NCCHC standards.
- Tying into an existing system would require the hosting DOC to accept system modifications globally.
- DOC inmate healthcare has unique clinical documentation in comparison to other health care entities.
- Host EHR may not have adequate infrastructure to host solution to ODOC.

Approach Assumptions

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- Utilizing an existing EHR environment does not allow for separate workflow designs.
- Licensing for EHR is based on user licenses; software is typically at zero cost plus some ancillary fees.

Solution Approach Benchmarking

- The EHR meets NCCHC standards for clinical documentation.
- The EHR is ONC certified for Meaningful Use 2014.
- The EHR meets HL7 standards for data sharing (part of MU 2014 requirement).
- Meets established performance measures for inmate care (Oregon nursing protocols).
- The solution has been implemented in various correctional settings.

Table 5 Selection Criteria Ranking for Alternative #4 – Tie into another Public Agency EHR

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014	X			2
4. Can interface with:				
a. Offender Management System (OMS)		X		1
b. Laboratory	X			2
c. Radiology	X			2
d. Correctional Institution Pharmacy System (CIPS)	X			2
e. Health Information Exchange (HIE)	X			2
5. Has been utilized in a large DOC			X	0
6. Interfaces logon credentials with Active Directory			X	0
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals	X			2
Total				17

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Alternative #5 – SaaS COTS EHR with an OMS Module

Description of Alternative

Procure a software as a service commercial off the shelf EHR solution that has a fully integrated offender management system (OMS) module.

Business Architecture Implications

The EHR will significantly affect Health Services' business processes and procedures. In many cases, current business process will become automated with the replacement system, which will require business process change. The business process analysis, organizational assessment and documentation of existing "As-Is" and "To-Be" processes that can be supported by a replacement system have been completed. Once an EHR is procured via a future RFP process, and the details of the system functionality are known, a business process re-engineering effort will be undertaken prior to system implementation.

Policy Implications

Current ODOC Health Services policies and procedures must be updated to reflect the transition from a paper-based system to an EHR.

ODOC will also need to seek an exemption to current ORS mandate utilizing the State Data Center.

IT Implications

- Service Level Agreement (SLA) will need to be in place.
- The State Data Center will need to provide 24x7x365 support for the EHR system's internet and network.
- ODOC and the State Data Center will need to prioritize EHR bandwidth requirements via Quality of Service (QoS) Policy.
- Minimal direct IT Support of EHR as system will be remotely hosted and supported 24x7x365 by vendor.
- IT will need to be trained to provide troubleshooting and support.
- IT will need to collaborate with selected vendor in successful interface development.
- ODOC and selected vendor will need to collaborate in meeting information security standards and defining best practices.

Organizational Feasibility

While a replacement OMS will be necessary at some point in the future, it is not feasible for the organization at this point to undergo such an intensive project at this time. It will be far more feasible to stand up a new solution (EHR) and develop the needed interfaces at a later point than simultaneously migrate data into a new OMS and go live with an EHR. In addition, OMS systems often have sub-standard EHR modules compared to mature COTS EHR solutions.

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Risk

- SaaS COTS EHR with an OMS Module has been assigned a risk rating of Medium +.
    - Please see attached excel document named *ODOC Risk Assessment.xlsx* for individualized risk ratings, descriptions, mitigations and contingencies.
- EHR modules are typically an added-value feature to the OMS with sub-par functionality.
- No State ODOC has procured a solution such as this.
- DOC Mandated to Host EHR at State Data Center (SDC).

Advantages

- Shares capital expenditure across multiple projects.
- No need to interface with OMS as it is all the same system.
- Supports ODOC's CORE process measures of Managing Inmate Healthcare (OP3).

Disadvantages

- OMS EHR modules are not currently ONC certified.
- Lack functionality seen in a comprehensive EHR.
- Lack true customization capabilities.
- EHR Modules are an after-thought and a loss leader for OMS vendors.

Approach Assumptions

- ODOC is currently seeking a replacement Offender Management System.
- ODOC Health Services is currently seeking to stand up an Electronic Health Record.
- EHR Modules within an OMS are often very basic, providing sub-par functionality to a COTS EHR.
- There are very few instances where an OMS with EHR Module has been implemented outside of extremely tight budgetary constraints.

Solution Approach Benchmarking

- Number of states with this type of solution.
- Number of large county DOCs with this type of solution.
- Meets HIPAA standards.
- Meets NCCHC Standards.
- Meets established performance measures for inmate care (Oregon nursing protocol).
- Meets HL7 standards for data sharing.

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Table 6 Selection Criteria Ranking for Alternative # 5 – SaaS COTS EHR with an OMS Module

Selection Criteria Checklist	Yes	Through Customization	No	Pts.
1. A Commercial Off-The Shelf (COTS) Electronic Health Record (EHR) System	X			2
2. Software as a Service	X			2
3. EHR be ONC Certified for Meaningful Use 2014			X	0
4. Can interface with:				
a. Offender Management System (OMS)	X			2
b. Laboratory		X		1
c. Radiology		X		1
d. Correctional Institution Pharmacy System (CIPS)		X		1
e. Health Information Exchange (HIE)			X	0
5. Has been utilized in a large DOC environment			X	0
6. Interfaces logon credentials with Active Directory	X			2
7. Offers easy customization of Forms, Reports, Handouts, and other system settings.			X	0
8. Offers 24x7x365 support by certified EHR professionals	X			2
Total				13

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Alternatives Analysis

Cost

See the Business Case Financials Spreadsheet details.

Table 7 Summary Costs and Net Cash Flows by Alternative

Cost in Thousands	Alternative #1 Stay As-Is	***Desired Solution*** Alternative #2 SaaS COTS EHR	Alternative #3 Custom Application	Alternative #4 Tie into another Public Agency EHR	Alternative #5 SaaS COTS EHR with an OMS Module
Total Benefits	$ (400)	$ 300	$ 200	$ 300	$ 300
Total Costs	$ (300)	$ (5,400)	$ (10,050)	$ (4,590)	$ (19,893)
Net Cash Flow	**$ (700)**	**$ (5,100)**	**$ (9,850)**	**$ (4,290)**	**$ (19,593)**

Benefit

Achievement of benefits will be demonstrated by identifying a series of metrics that measure both global improvements in efficiency, inmate patient outcomes, as well as individual metrics designed to measure process improvements and efficiency in the day-to-day operation of the system. ODOC will identify systems impacted by the new EHR system, establish specific metrics, and set up data collection systems and schedules. ODOC will examine labor impacts (DOC healthcare staff, ODOC IT staff, ODOC custody staff, ODOC programs and treatment staff and other impacted staff), IT costs, and healthcare materials costs. ODOC will also examine patient outcomes over time to measure the impact of the new system on healthcare outcomes.

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Paper Reduction

An estimated $100,000 per year will be saved through the reduction of paper and medical chart folders.

Other Benefits

Not quantified are the savings that will accrue from not having to physically transport paper records or the physical storage and maintenance costs. Also not quantified are the savings that will accrue from having higher cost staff (nurses in particular) spend less time maintaining and handling paper records and more time providing patient care.

Risks

See the related Risk Assessment spreadsheet for detailed risks and risk levels by Alternative based on potential likelihoods and impacts.

Conclusions and Recommendations

Conclusions

ODOC invests heavily in the healthcare of inmates. ODOC provides, organizes, and bares the financial responsibility for healthcare to inmates within ODOC institutions and when sent to offsite institutions for hospitalization and specialty care throughout their incarceration. ODOC's healthcare system handles approximately 5,200 inmate records during the intake and discharge process per year. ODOC provides the delivery of healthcare pertaining to general medical, mental health, and dental care and maintains all information in paper based medical records. ODOC medical providers and nurses engage in over 1 million patient care encounters each year. Each encounter is documented in the medical record as required by law. The current paper based medical record system complicates the coordination of patient care among the various internal disciplines as stated previously in this document. This system exacerbates many issues that hinder efforts to facilitate continuity of care.

An Electronic Health Record (EHR) system is a technological solution that will resolve these aforementioned operational challenges, and provide substantive benefits. An EHR will allow for the simultaneous and instantaneous access to inmate charts, provide essential datasets crucial to evidence-based decision making, national accreditation requirements, and support the Governor's initiatives for its residents.

With the support of the SB 843 Workgroup, ODOC is proposing to procure and implement an EHR system that best fits the needs of the department. ODOC would modernize its medical documentation process through the procurement and implementation of Software as a Service (SaaS) EHR system. SaaS is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet.

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The SaaS Solution will be financed through Health Services' budget on a biennial basis in support of the care of the over 14,000 inmate patients within the agency's 14 institutions. The POP would be approved, enabling a $3.5 million appropriation of funds in the 2015-17 biennium. Assuming that only $500k of that would be needed in the 2017-19 budget for ongoing maintenance of contract and/or other ongoing costs, then $3.0 million would be phased out of the budget during the 2017-19 biennium budget build, leaving that $500k to continue on in the 2017-19 biennium. From the 2019-21 biennium forward, the base would, barring any other phase-out would be $500k plus inflation.

The EHR project will provide ODOC with a foundation to share data and essential information to improve business efficiencies and decisions and to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical business systems will improve the Department's ability to meet its mission and promote public safety by supporting the functions necessary for fiscal accountability and clinical excellence.

In 2013, ODOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is ODOC's performance management and process improvement methodology to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

An EHR will support ODOC's CORE process measures of Managing Inmate Healthcare (OP3):

- Offsite medical care - % of total inmate care encounters that occur offsite (OP3a).
- Continuous quality improvement (CQI) - % of compliant CQI programs (OP3b).
- BHS coordination of care management - % of inmates with serious and persistent mental illness receiving mental health case management services (OP3c).
- Clinical licensure - % of licensed and credentialed employees (OP3d).
- Pharmacy - % of prescription medications filled and delivered within 2 business days (OP3e).
- Inmate blood pressure - % of inmates with condition who are in acceptable levels (OP3f).
- Inmate cholesterol - % of inmates with condition who are in acceptable levels (OP3g).
- Inmate blood sugar - % of inmates with condition who are in acceptable levels (OP3h).
- Parole/Release medications – % of inmates that receive their medications upon release (OP3i).
- Health empowerment – % of inmates enrolled in a self-empowerment program (OP3j).

(For additional detail on CORE goals and processes, see Appendix J: ODOC CORE Fundamentals).

This project will reduce the efficiency associated with maintaining paper files. It will allow ODOC to track needed data to improve CORE process measures. Ultimately, it will improve the processes of providing timely healthcare, patient outcomes, and continuity of care, to include accurate accounting and delivery of medications. It will also streamline the process for providing accurate and timely documentation for legal adjudications.

ODOC Health Services Unit currently relies on a paper-based medical record combined with a legacy midrange application that does not maximize operational efficiencies, support improved decision making or better patient care outcomes. Implementing a COTS EHR solution will eliminate the cumbersome and antiquated paper-based medical record and support the following ODOC business objectives:

1. Increased Efficiencies and Access to Medical Records
2. Reduce Paper Waste
3. Improve Health Care Quality and Patient Outcomes
4. Ensuring Accountability and Confidentiality
5. Current and Consistent Correctional Health Care Practices
6. Effective and Efficient Distribution of Clinical Information to Support Continuity of Care

Key problems confronting the paper filing system are:

- Inmate medical, dental, mental health and pharmaceutical records are consolidated in one file, are paper based, and require handwritten entries.
- Misrouting of files between medical institutions during transport and misfiled records can potentially delay or obstruct continuity of care.
- Delay of non-emergent off-site care due to missing medical records.
- Copying medical records, when requested by off-site providers is, cumbersome and time consuming. It is not uncommon for an inmate's chart to contain hundreds of pages of paperwork.
- Unable to effectively share or access patient information, particularly when they are transferred between institutions or have services performed by various medical services within the same facility.

- Evaluating for trends or hotspots that might improve inmate health. For instance, a manual search of every paper chart would need to occur to gather accurate data for determining how many patients have high blood sugar, blood pressure, and cholesterol throughout ODOC.

The implementation of an EHR will eventually minimize or eliminate the need for paper files and medical record rooms. Eliminating the records room at each institution will free up valuable space and improve clinical operations.

Recommendations

Based on the research that has been completed and analysis of vendor capabilities reported by Fusion Consulting, ODOC recommends moving forward with Alternative # 2, a software as a service (SaaS) commercial off-the-shelf (COTS) electronic health record (EHR) hosted by the EHR vendor. It is anticipated that this solution would cost approximately $3.5 million in initial funding over a three-year project lifecycle, plus an additional subscription fee annually thereafter.

A SaaS COTS EHR will provide ODOC the most robust solution available while providing the flexibility needed to modify it as required and at an investment cost competitive with viable solutions. As a result of the risk analysis (see attached documentation), Alternative # 2 has been assigned a total risk score of Low. In addition to the aforementioned benefits, ODOC gains the added feature of leveraging other states enhancements to the selected vendor's product as well. Achieving a successful implementation includes the following steps:

1. Identify the funding source.
2. Initiate a formal procurement process to publish an RFP
3. Implement EHR solution, including:
    a. Configuration and customization of system, including interfaces to external providers.
    b. Implement organizational changes identified in analysis.
    c. Provide process and system training.
    d. System roll-out to all sites

To date, ODOC has already taken the appropriate measures in hiring an experienced ODOC EHR Consulting firm who completed the following items to be used in the EHR implementation:

- Project Charter
- Project Management Plan
- "As-Is" Current Workflow Analysis
- "To-Be" Future Workflow Analysis
- Business Case and IRR Documentation
- Readiness Assessment
- Statement of Work

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Consequences of Failure to Act

Failure to move forward with the procurement and implementation of a SaaS COTS EHR will result in business as usual. ODOC Health Services would continue to use a paper-based system, which will continue to cause inefficient utilization of staff resources and unnecessary costs associated to maintaining a paper-based system.

Failure to act in implementing an EHR system will cause ODOC to:

- Not meet the Governor's initiatives.
- Continue supporting ODOC's Correctional Information System (CIS) Inmate Health Plan, Health Status Program, Scheduling, Medication Ordering (CIPS), and Mental Health System (CTS).
- Struggle meeting ODOC's CORE process measures of Managing Inmate Healthcare (OP3).
- Continued support of an antiquated business model.
- Continue misallocation of human resources (nurses conducting clerical duties).
- Remain a higher risk for potential medical malpractice.
- Waste resources obtaining data needed to enable fact-based decisions.

Appendixes and References

Business Case Financials Spreadsheet

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Business Case for *Corrections Information System (CIS) Replacement – Phase 1*

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Oregon Department of Corrections, General Services, Information Technology Services

Date: August 20, 2014
Version: 0.8
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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**104 – CIS Replacement Project Phase 1 (Version 0.8)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**General Services, Information Technology Services**	DAS CONTROL #	**POP 104**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Mitch Morrow	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Corrections Information System (CIS) is essential to the Department's ability to promote public safety by supporting all Oregon Department of Corrections (ODOC) functions that are necessary for Adults in Custody (AIC) Management, Case Management, and Sentence Management systems. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

ODOC seeks to replace the CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. Given the status of the ODOC CIS, and the automation requirements brought about by a changing business environment, it has become essential that ODOC begin to replace this current mission critical system. This need was also identified in the ODOC's strategic plans for 2005 – 2007 and 2007-2009 biennia. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. Solutions discussed in this Business Case are:

- **Status Quo Solution** – Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.
- **Custom Construction Solution** – Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.
- **Vendor Product Solution** – Implement a Vendor-supplied system. Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

The CIS Replacement project provides ODOC with a unique opportunity to accomplish several strategic initiatives with a single project, e.g. CIS Replacement, Electronic Health Record (EHR), Inmate Trust/Canteen, and Inmate Property Control, Parole Board Management Information System (PBMIS) Enhancement.

The CIS replacement project is anticipated to last for approximately 5 years and will be accomplished in a phased approach.

CIS Replacement Project Phase 1 – completing preparation for procurement of the new system will occur in the 2015-17 biennium. This phase could include the following:

- completing a thorough Business Process Analysis;
- completing DAS required IT project oversight documentation (e.g. Business Case, Information Resource Request,;
- completing As-Is and To-Be business process documentation;
- gathering business and system requirements;
- completing a Requirements Traceability matrix;
- completing a gap analysis;
- completing development of a Request for Proposal (RFP) which will be ready for release;
- developing an implementation plan;
- completing an Organizational Readiness Assessment;
- preparing the organization for implementation.

CIS Replacement Project Phase 2 – the procurement and implementation of a new CIS will occur in the 2017-2019 biennium. This will include:

- completing procurement of the new system;
- completing implementation the new system product.

Throughout the CIS Replacement Project the business analysts will be responsible for:

- guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- help the business define and implement new business processes;
- liaison with other project efforts to coordinate interdependencies and resolve issues;
- gather and define business requirements;
- identify and resolve issues;
- help the Project Manager manage project risk;
- produce quality documentation;
- mediation;
- managing customer relations.

The following staffing and revenue impacts are high-level estimates for CIS Replacement Project Phase 1.

Project Staffing Impact

Positions	8
FTE	8.00

Fiscal Impact Summary

General Fund –

Personal Services	$ 1,566,315
Services & Supplies	$ 433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0	
Other Funds	$2,000,000	(Bonds)

The CIS Replacement Project package will become part of the 2017-19 biennium's Base Budget.

Once the replacement system is procured in the 2017 - 2019 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Purpose and Background

Purpose

CIS is essential to ODOC's ability to promote public safety by supporting all ODOC functions that are necessary for AIC management, case management, and sentence management. CIS is utilized and data shared with various external stakeholders, e.g. Community Corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Justice Department, etc.

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

This Business Case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

Background

The need to replace elements of ODOC's CIS was recognized in the late 1990's (part of ODOC Y2K project) during an analysis of the "Sentence Calculator", one of the key elements of the CIS.

In 2005, ODOC developed a project to replace the CIS, ODOC's main Offender Management System (OMS). The system was originally built in 1990 and was developed in the computer programming language COBOL. The system evolved into a complex application written by staff that have since retired from ODOC or will be retiring soon.

During the 2005 - 2007 biennium, a project was completed, which established a technical architecture and accomplished project planning for a system rewrite. During the project, new Web-based Offender Management Systems entered the market. ODOC has since determined that a vendor provided system provides the best opportunity to meet ODOC business needs in the most efficient manner.

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

The CIS Re-write project sought to incrementally replace existing CIS functionality over several years, using internal development staff and augmented by contracted developers. ODOC funded the planning and initial development effort by allocating $2.9 Million for the 2007-2009 biennium out of its general fund.

In May 2007, ODOC attended the Corrections Technology Association National Conference and saw demonstrations of industry vendor product functionality which had greatly expanded since the initial feasibility study in 2004. ODOC deemed it prudent to review these offerings to see if they could now meet agency needs.

ODOC conducted evaluations of three industry-leading corrections systems software package providers and conducted phone interviews with each vendor's representatives to discuss their system functionality in detail. During these calls, both parties (the vendor representatives and ODOC staff) walked through the ODOC system module list, with ODOC CIS Analysts assigning "scores" to each of the identified modules based on vendor's reply.

Two vendors accepted invitations to demonstrate their systems in December, 2007, and resoundingly, ODOC business stakeholders supported the vendor purchase solutions. Their primary reasons for support included the vendors' ability to

- Accomplish several strategic initiatives for ODOC (including addition of EHR, Inmate Trust & Canteen system, and Inmate Property Control system) in a single system;
- Meet ODOC business needs;
- Automate business processes that are currently not automated nor planned to be automated under the re-write project;
- Present information in a user-friendly manner;
- Provide a solution faster than a customized development.

In January, 2008, ODOC contacted all three vendors and requested high level planning and implementation budget estimates. All three vendors provided responses that were in the $12-15 Million price range. Additionally, ODOC contacted more than 20 states who had recently implemented corrections systems. Those contacted reported implementation costs between $5 and 20 Million.

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than custom construction, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

In February of 2008, acting on behalf of the project team and steering committee, the CIS Re-write project manager recommended to the ODOC Policy Group that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March, 2008, the ODOC Policy Group decided to adopt the "Buy" recommendation, and directed the team to refocus on planning activities for the 2009-2011 biennium.

Problem or Opportunity Definition

Problem

ODOC seeks to replace CIS which was written as a Legacy iSeries COBOL application. The technicians that developed the system have retired, and ODOC's ability to maintain and upgrade the system is quickly diminishing. The risk that critical functionality will fail, or cannot be upgradable to meet law, policy, and business requirements, is increasing.

Business Case

The CIS is essential to ODOC's ability to promote public safety by supporting all Department functions that are necessary for Adults in Custody (AIC) management, case management, and sentence management.

The new CIS Replacement project will support business objectives, while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth. The replacement project should provide ODOC with a unique opportunity to accomplish several strategic initiatives with a single project (e.g. EHR, Inmate Trust/Canteen, and Inmate Property Control, PBMIS).

After completing a vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product. The scope of the effort includes: Replacing existing functionality within the old CIS, adding functionality for an EHR, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Business Drivers

The CIS, ODOC's main OMS system, was built in the 1990's and built on a technology of that earlier era. When it was built, COBOL was the language of choice for ODOC. This strategy has served ODOC well for developing the automation needed to help ODOC meet its business goals and strategic objectives.

Many of the business area modules of the system have been in continuous since the 1990's. They have been modified, from time to time, to meet business or legislative changes and are adequately meeting business needs. A few, notably sentence calculation, have grown and changed dramatically as laws have changed. The system has become difficult to modify in order to meet these changes.

ODOC has had a robust, data-rich system and has been an active partner in all data sharing projects with our criminal justice partners, both private and public. Initially, developing the mechanism for sharing data was a fairly difficult and laborious and needed to be redone for each project. Data was sent in bulk form and the receiver had to sort out needed data records. Single AIC inquiries are available only to state agencies that have direct access to ODOC's network. Today, computer software and tools can make this job much simpler. The existing COBOL technology does not allow for modern data sharing methods that provide on-demand access to CIS data for ODOC customers. Our older generation COBOL programs do not support this web-based, new generation capability.

Additionally, there are pressing automation needs facing ODOC. AIC health records are paper-based and difficult to manage, which results in health and liability risks to ODOC. The ODOC Trust and Canteen systems are failing and need to be replaced. EHR, Inmate Trust, and Inmate Canteen are mission-critical systems that can also be addressed through this automation project.

Technical Drivers

Some technical needs that will be addressed by this effort are

- Replace aging hardware with modern technology and leverage current platform capabilities to provide improved functionality and usability;
- Reduce cost of development and maintenance required to support evolving business needs;
- Ability to more effectively share information across various local and state agencies;

- Ability to support improved reporting and end-user ad-hoc queries;
- COBOL is no longer taught at most universities and most COBOL experts are reaching retirement age. This trend poses a risk for ODOC, as the CIS system will become more difficult to maintain as time goes on as ODOC loses its experienced COBOL programmers.

Alternatives Analysis

Assumptions

This business case addresses the requirements phase of a replacement project. CIS Replacement Project Phase 1, the requirements phase, will be accomplished in the 2015-17 biennium and will document existing business processes and "To Be" business processes that can be supported by a replacement system around future automation, creation of a gap analysis, define system requirements, develop procurement documentation, prepare for procurement of system, and implementation planning.

CIS Replacement Project Phase 2, the procurement and implementation of the new system will occur in the 2017-19. Once the replacement system is procured in the 2017-19 biennium, and the details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

The business analysts will be responsible for

- Guidance to stakeholders on devising effective and efficient approaches to achieve project objectives;
- Help the business define and implement new business processes;
- Liaison with other project efforts to coordinate interdependencies and resolve issues;
- Gather and define business requirements;
- Identify and resolve issues;
- Help Project Manager manage project risk;
- Produce quality documentation;
- Mediation;
- Managing customer relations.

Organizational Feasibility

ODOC does not presently have the resources to support this approach. If funding is not approved in support of this effort, the assumption is that ODOC will not be able to prepare for procurement in a prudent, skilled, and efficient manner, nor will implementation be possible by the time of need (which is immediate).

ODOC Business Ownership:

- ODOC would assign analysts to the project who would work full-time to begin the business process analysis necessary to capture ODOC specific business requirements for the procurement process;
- Business leads would work within functional areas of expertise;
- Business stakeholders would be engaged for requirements session to review pre-defined and business-defined requirements for identification of missing functionality; and
- Business stakeholders would be engaged in evaluation of vendor systems with intent to purchase the system that most closely mirrors existing ODOC business practice.

ODOC IT Services Ownership:

- Systems analysts would define and document existing functionality as a base for requirements; and
- Systems analysts would research Requests for Proposal from other states and compile requirements that seem to mirror ODOC business practice.

Project Approach Advantages / Disadvantages

Industry best practice suggests that insurance of a program's success requires the organization to design an initiative to take into account its people, history and culture. And most importantly, the approach must be systematic. Business analysis is the first step in effective deployment of a strategic initiative.

Best practice notes that it is critical that an agency make certain there is a common understanding of the short- and long-term goals of the organization. To accomplish this, a comprehensive study of customer wants and needs must be undertaken. An analysis of the business and employee needs also should be done. Once all these needs are clarified, they must be matched to ensure that they are in alignment. Any discrepancies have to be resolved.

Selection Criteria and Alternatives Ranking

The purpose of the CIS Replacement project is to replace the current ODOC CIS with enabling technology that will guarantee a system that supports business objectives while being cost effective and sustainable. The replacement effort will focus on technology aspects as well as expansion of business functionality in order meet the needs of industry change and agency growth.

Solution Requirements

This solution is intended to prepare ODOC for procurement of a replacement CIS system by July, 2017. Planning for this effort, ODOC has submitted a Policy Option Package in support of the staffing necessary to complete the following

- Research requirements models from other states and build a requirements model for Oregon;
- Engage systems analysts to define and document existing functionality as a base for requirements;
- Utilize business analysts to map ODOC business process against the requirements model to ensure that no business area is left out of system planning efforts;
- Utilize business analysts to document business process where customization is necessary or define requirements where business practice is changing or no system exists;
- Utilize business analysts to communicate and partner with external stakeholders, i.e. community corrections with Oregon's 36 counties;
- Contract work in preparation of a Request for Proposal.

Alternatives Identification

Status Quo Alternative

Continue to utilize the 25 year old, CIS application which is not keeping up with current business processes and user enhancement needs.

Custom Construction Alternative

Build and maintain new CIS system with in-house staff built specific to Oregon's requirements.

Vendor Product Alternative

Faced with the lower cost, better ability to meet ODOC's needs, and a faster implementation schedule than with the custom construction alternative, the project team and steering committee decided it prudent to discuss a change of direction with the ODOC Policy Group.

(Willamette Consulting, Inc., October 23, 2008)

- Department business and IT staff have demonstrated beyond any doubt that a vendor supported system could meet their primary business needs.

- Departments of corrections in other states have successfully implemented vendor supported systems and are currently using them to support ongoing operations.
- Vendor-supplied and customer-confirmed licensing and implementation costs for vendor supported systems compare favorably to the internal budget for completing the CIS Re-write Project.
- The risks involved with implementing and operating packaged software package are generally much lower than developing custom software.
- The replacement approach could be much timelier to implement and potentially deliver additional functions that are desperately needed.

Solution Analysis

Cost

**Note: For either solution "Custom Construction" or "Vendor Product"; the CIS Replacement Project package will become part of the 2017-19 Base Budget.*

Solution #1 – Status Quo Alternative Costs

The annual licensing and maintenance cost of the iSeries equipment and operating system is very expensive compared to other similar systems. In the past the iSeries, being supported by the State Data Center (SDC), was utilized by multiple agencies and the cost was shared among them. However, ODOC is now the only agency using the iSeries, thus the cost burden to ODOC has risen.

Solution #2 – Custom Construction Alternative Costs

The design, build and implementation phases would be much longer in duration and take additional (permanent) in-house staff to maintain than a Vendor Product Alternative.

(Willamette Consulting, Inc., October 23, 2008)

- Conventional Wisdom and common experience would say that initial implementation costs of a vendor package should be less than custom development since development and maintenance costs (and the vendor's profit margin) can be spread across multiple customers. In the case where the vendor package is based on an out-of-date technology or it meets only a small percentage of business requirements, the existing code can become more of a hindrance than a help. None of the vendor packages evaluated for this project seems to have either of these issues.
- The cost of maintaining the IT staff necessary to build and support the custom solution can be quite expensive.

Solution #3 – Vendor Product Alternative Costs

The CIS replacement project is anticipated to last for approximately 5 years. By July 1, 2017, a thorough Business Process Analysis will have been completed and business and system requirements will have been defined. A Request for Proposal (RFP) will be ready for release at this time. **Costs represented in the 2015-17 biennium cover initial business analyst support for a gap analysis, requirements gathering, preparation for procurement, and development of an implementation plan for the 2017-19 biennium.**

Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as limited duration due to the nature of supporting revenue.

(Willamette Consulting, Inc., October 23, 2008)

- Initial budget and schedule estimates for package implementation and long term maintenance are much less likely to have significant variability than from-scratch development.

Project Staffing Impact

Positions	8
FTE	8.00
LD Staff	
Principal Executive Manager E	1
Operations and Policy Analyst 3	3
Office Specialist 2	1
Procurement and Contract Specialist 3	1
Information System Specialist 7	2
Contractors	
Quality Assurance vendor	1
Technical Writing	1
Joint Application Dev Facilitation	1

Fiscal Impact Summary

General Fund –	
Personal Services	$1,566,315
Services & Supplies	$433,685
Capital Outlay	$0

Estimated Project Funding

General Fund	$0	
Other Funds	$2,000,000 (Bonds)	
Federal Funds	$0	
Total Budget		**$2,000,000**

Risks

- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*
- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*

Benefit

Solution #1 – Status Quo Alternative Benefits

- No Business Process Changes.

Solution #2 – Custom Construction Alternative Benefits

(Willamette Consulting, Inc., October 23, 2008)

- Resulting system would be built specific to Oregon's requirements.
- Internal development costs are spread more evenly over a longer time period.
- Customized specific for Oregon.
- Might be less Business Process changes.

Solution #3 – Vendor Product Alternative Benefits

- Business Stakeholders are invested in solution options early on, reducing risk of scope change later on in the project.
- Reduces the amount of business process change once the system is purchased and implemented.
- Increases the confidence that the vendor proposal cost will be the real cost of effort because the effort is well understood at time of purchase.
- Decreases need for additional internal staffing.
- Better ability to meet ODOC's needs.
- A system that supports business objectives while being cost effective and sustainable.
- Faster implementation schedule than custom construction.

(Willamette Consulting, Inc., October 23, 2008)

- A Buy project would address core corrections business functions common with other states and allow ODOC IT and business resources to be directed towards more Oregon specific needs.
- The internal resource requirements of a "buy" project can be significantly less than a build project. However, a significant level of effort will still be required from the business community for requirements definition and acceptance testing.
- Technology innovation and maintenance investments (keeping the software running on current versions of operating system, programming language and database server) can become responsibility of vendor.

Risk

Solution #1 – Status Quo Alternative Risks

- Current CIS applications are not keeping up with current business processes and user demand for enhanced reporting.
- Risk is increasing that critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements.
- Current CIS applications will eventually be too complex and cumbersome to enhance or will become unusable.
- ODOC's ability to maintain and upgrade the system is quickly diminishing.
- Difficult to continue supporting business objectives while being cost effective and sustainable.
- Decreasing ability to expand business functionality in order meet the needs of industry change and agency growth.
- Longer implementation schedule than Vendor Product Alternative.
- Less opportunity for business process improvement.

(Willamette Consulting, Inc., October 23, 2008)

- Recently trained information technology staff are not familiar with or motivated to work with COBOL-based applications and the most knowledgeable support staff will be retiring soon.
- ODOC runs with a very lean IT organization and it is becoming difficult to maintain the current system with current ODOC iSeries resources.

- CIS is also a critically important statewide system serving every community corrections program in the state. The current CIS has served the Department and community corrections well for almost twenty years but over the last few years, software changes have been limited mostly to mandatory updates needed to support business changes or to repair broken components. The lack of continuous upgrades and enhancements to CIS over the years has caused the gap between current needs and current system capabilities to widen. Given the state of the current technical platform, it would be unreasonable to make the significant investments required for CIS to continue to meet user needs.
- The recommendation of the 2004 feasibility study was that the Department should re-write CIS in a technical architecture that complements their future information technology direction using primarily internal staff supported by external consultants. Since adopting the recommendation of the feasibility study, ODOC has made steady but slow progress rewriting CIS as a browser-based application running in a Windows server environment and using the Java programming language.

Solution #2 – Custom Construction Alternative Risks

(Willamette Consulting, Inc., October 23, 2008)

- As ODOC experienced with the OIS development phase of the CIS re-write project, actual budget and schedule for any significant development effort are quite likely to vary significantly from initial estimates.
- ODOC would not have the option to have a vendor support their internally developed system
- ODOC runs with a very lean IT organization (we were told that the IT budget is 4% of total budget, which is low when compared to similar agencies). It may be quite difficult to sustain a serious multi-biennium development effort with this staffing level.
- ODOC needs senior Java developers and solution architects to guide development but these resources are becoming more difficult to get on time and materials contracts.
- According to a recent industry survey, the average software development project under $750,000 has only a 45% likelihood of success while a project over $6 million has an amazing 20% likelihood of success[2]. These percentages seem difficult to believe but do illustrate how inherently risky large-scale, enterprise-wide software development projects are.
- It is difficult especially for government organizations to invest appropriately in developing application architectures, data models and functionality that will stand the test of time but if not done up front even higher maintenance and upgrade costs over the long term will be encountered.

Solution #3 – Vendor Product Alternative Risks

The ODOC identifies the risk rating for this project as medium. Procurement of a vendor system that is already operating in a state corrections agency is a low-risk approach from a technical standpoint.

The business risk was assessed as medium, as targeted business groups will be required to change their business processes in order to adapt to new automation. This business case is designed to mitigate this risk by spending a biennium to document business processes and to work with the business to identify and document business requirements. Additionally, changes to outdated or less than efficient business processes can begin in the 2015-17 biennium in advance of system implementation in the 2017-19 biennium.

- Initial Cost of product and customization.
- Decreases ability to complete new projects and major enhancements.
- Product will need to be customized to meet needs specific to Oregon.
- Might increase Business Process Changes.

(Willamette Consulting, Inc., October 23, 2008)

- The scope of changes to a vendor package is relatively small compared to from-scratch development which would significantly reduce the risk of total project failure.
- There is a risk that the software will be challenging to maintain over time, for example because the vendor goes out of business and ODOC inherits maintenance.
- There is a small risk that ODOC could unwillingly inherit (vendor goes bust?) maintenance of a software solution for which they don't have trained personnel.
- Though the total implementation cost for a package can be expected to be less, the cash flow and staffing commitment for ODOC business and IT resources is significantly more front-loaded.
- ODOC should avoid unnecessary software modifications that can make future product upgrades risky and costly. To the extent reasonable, adjustments should be made to business process and practices to accommodate the software instead.

Conclusions and Recommendations

Conclusions

This 25 year old, CIS application is not keeping up with current business processes and user demand for enhanced reporting. Users include ODOC and all Community Corrections offices across Oregon's 36 counties. This project is expected to take 24 months of work to identify business and technical requirements and preparation for procuring a new system.

The system resulting from this automation project will impact ODOC business processes and procedure to some extent. In some cases, current business process will remain automated with the replacement system, resulting in little change; however, the replacement system will provide substantial automation in other areas of ODOC, which will require business process change.

The business process analysis effort planned for the 2015-17 biennium will document existing business processes, and "To Be" processes that can be supported by a replacement system. Once the replacement system is procured in the 2017-19 biennium, and details of the replacement system functionality are known, a business process re-engineering effort will be undertaken in addition to system implementation activities.

Recommendations

Based on the completed vendor analysis and third-party assessment of buy versus build options, ODOC has determined that the best approach is to proceed with the purchase of a third party (vendor) product.

Procurement of a vendor solution in a phased approach: Phase 1 covers the 2015-17 biennium and includes gap analysis, preparation for procurement of system, organization preparedness and implementation planning. Phase 2 covers the 2017-19 biennium and should include procurement and implementation of the system product.

The scope of the effort will likely include: Replacing existing functionality within the old CIS, adding functionality for an EHR system, and as possible, adding functionality for an Inmate Trust and Canteen system, adding functionality for an Inmate Property Control system, and adding functionality to the PBMIS.

Recommended Action

Policy Option Package 104 – CIS Replacement: Needs approval.

Desired Timeline

CIS Replacement Project Phase 1: Start July 2015
CIS Replacement Project Phase 1: Completion June 2017

** Phase 2* (Procurement and Implementation): *Biennium 2017-19.*

Consequences of Failure to Act

An increasing risk that

- critical functionality will fail, or will not be upgradable to meet law, policy, and business requirements;
- ODOC's diminishing ability to maintain and upgrade the CIS system due to the lack of available and knowledgeable staffing since ODOC is now the only agency using the iSeries through SDC;
- rising annual licensing and maintenance cost of the iSeries equipment and operating system compared to other similar systems, which can no longer be shared by multiple agencies.

POP 104 – CIS Replacement Project - Total

Oregon Department of Corrections				
2015-17 Policy Package 104 - CIS Replacement Project				
General Services SCR 006				
DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP				
		006-01-20	**006-06-03**	**TOTAL**
Personal Services (OF)				
Salaries	3110	132,384	900,120	1,032,504
ERB Assess.	3210	44	308	352
PERS	3220	25,854	175,793	201,647
Social Security	3230	10,127	68,857	78,984
Unemployment	3240	238	1,619	1,857
Worker's Comp. Assess.	3250	69	483	552
Mass Transit Tax	3260	794	5,401	6,195
Flex Benefits	3270	30,528	213,696	244,224
Total Personal Services		**200,038**	**1,366,277**	**1,566,315**
Supplies & Services (OF)				
Instate Travel	4100	1,573	11,011	12,584
Office Expenses	4175	7,267	50,869	58,136
Data Processing	4250	613	4,291	4,904
IT Professional Services	4315		303,365	303,365
Other S&S	4650	1,214	8,498	9,712
Exp Prop Start-Up	4700	3,049	21,343	24,392
Exp Prop IT Start-Up	4715	2,574	18,018	20,592
Total Supplies & Services		**16,290**	**417,395**	**433,685**
Capital Outlay				
Total Capital Outlay		-	-	-
Total Budget		216,328	1,783,672	2,000,000
Positions		1	7	8
FTE		1.00	7.00	8.00

Notes:

- *Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost. ($100,000 for a $2 million project).*
- *Estimates do not include any in-kind ODOC staff costs.*
- *No permanent FTE's addressed in the 2015-17 biennium, not included until Phase 2 during the 2017-19 biennium.*

POP 104 – CIS Replacement Project - Contractor

Oregon Department of Corrections		
2015-17 Policy Package 104 - CIS Replacement Project		
General Services SCR 006		
DCR 006-06-03 IT Development OTHER FUNDS-COP		
Supplies & Services (OF)		
IT Professional Services	4315	303,365
Exp Prop IT Start-Up	4715	
Total Supplies & Services		**303,365**
Total Budget		**303,365**

POP 104 – CIS Replacement Project - Positions

Oregon Department of Corrections

2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	235,264	16,290	251,554	1	1.00	24	7/1/15

POSITION NUMBER: 1500131
PRINCIPAL EXECUTIVE/MANAGER E
MMS X7008 IA
Salary Step 2 **$ 6,663**
ESTIMATE

	PERSONAL SERVICES (OF):		
159,912		159,912	Salary
		-	All Other Differential
44		44	ERB
31,231		31,231	PERS
12,233		12,233	Social Security
		288	Unemployment
69		69	Work Comp
		959	Mass Transit
30,528		30,528	Flex Benefits
234,017		**235,264**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		251,554	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500132
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

Oregon Department of Corrections

2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500133
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	209,405	16,290	225,695	1	1.00	24	7/1/15

POSITION NUMBER: 1500134
Operations & Policy Analyst 3
AAON C0872 AA
Salary Step 2 **$ 5,821**
ESTIMATE

	PERSONAL SERVICES (OF):		
139,704		139,704	Salary
		-	All Other Differential
44		44	ERB
27,284		27,284	PERS
10,687		10,687	Social Security
		251	Unemployment
69		69	Work Comp
		838	Mass Transit
30,528		30,528	Flex Benefits
208,316		**209,405**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		225,695	**Estimate Subtotal**

Oregon Department of Corrections

2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	119,917	16,290	136,207	1	1.00	24	7/1/15

POSITION NUMBER: 1500135
OFFICE SPECIALIST 2
AAON C0104 AA
Salary Step 2 **$ 2,907**
ESTIMATE

	PERSONAL SERVICES (OF):		
69,768		69,768	Salary
		-	All Other Differential
44		44	ERB
13,626		13,626	PERS
5,337		5,337	Social Security
		126	Unemployment
69		69	Work Comp
		419	Mass Transit
30,528		30,528	Flex Benefits
119,372		**119,917**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		136,207	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-01-20	Purchasing/Contracting	XXXXXXXX	200,038	16,290	216,328	1	1.00	24	7/1/15

POSITION NUMBER: 1500136
PROC & CNTRCT SPEC 3
AAON C0438 AA
Salary Step 2 **$ 5,516**
ESTIMATE

	PERSONAL SERVICES (OF):		
132,384		132,384	Salary
		-	All Other Differential
44		44	ERB
25,854		25,854	PERS
10,127		10,127	Social Security
		238	Unemployment
69		69	Work Comp
		794	Mass Transit
30,528		30,528	Flex Benefits
199,006		**200,038**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		216,328	**Estimate Subtotal**

Oregon Department of Corrections

2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500137
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

			OTHER FUNDS-COP ESTIMATE				LIMITED DURATION		
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**	**MOS**	**Eff Date**
006-06-03	IT Development	0790080X	191,440	16,290	207,730	1	1.00	24	7/1/15

POSITION NUMBER: 1500138
INFO SYSTEMS SPECIALIST 7
AAON C1487 IA
Salary Step 2 **$ 5,236**
ESTIMATE

	PERSONAL SERVICES (OF):		
125,664		125,664	Salary
		-	All Other Differential
44		44	ERB
24,542		24,542	PERS
9,613		9,613	Social Security
		226	Unemployment
69		69	Work Comp
		754	Mass Transit
30,528		30,528	Flex Benefits
190,460		**191,440**	**Salary & OPE**
	SERVICES & SUPPLIES (OF):		
		1,573	In-State Travel
		7,267	Office Expenses
		613	Data Processing
		1,214	Other Services & Supplies
		10,667	**S & S Standard Subtotal**
		3,049	Exp Prop Start-Up
		2,574	Exp Prop IT Start-Up
		5,623	**S & S Startup Subtotal**
		16,290	**Services & Supplies**
		207,730	**Estimate Subtotal**

Oregon Department of Corrections

2015-17 Policy Package 104 - CIS Replacement Project

General Services SCR 006

DCR 006-06-03 IT Development & 006-01-20 Purchasing/Contracting - OTHER FUNDS-COP

						LIMITED DURATION	
			OTHER FUNDS-COP ESTIMATE				
DCR	**Unit**	**Cost Ctr**	**Pers Svcs**	**S & S**	**Total**	**POS**	**FTE**
006-01-20	Purchasing/Contracting	0790080X	200,038	16,290	216,328	1	1.00
006-06-03	IT Development	0790080X	1,366,276	114,030	1,480,306	7	7.00
		OF TOTAL:	**1,566,314**	**130,320**	**1,696,634**	**8**	**8.00**

PERSONAL SERVICES:			OF
	006-01-20	**006-06-03**	**TOTAL**
Salary	132,384	900,120	1,032,504
All Other Differential	-	-	-
ERB	44	308	352
PERS	25,854	175,793	201,647
Social Security	10,127	68,857	78,984
Unemployment	238	1,619	1,857
Work Comp	69	483	552
Mass Transit	794	5,401	6,195
Flex Benefits	30,528	213,696	244,224
Salary & OPE	**200,038**	**1,366,277**	**1,566,315**
SERVICES & SUPPLIES:			
In-State Travel	1,573	11,011	12,584
Office Expenses	7,267	50,869	58,136
Data Processing	613	4,291	4,904
Other S&S	1,214	8,498	9,712
S&S Subtotal	**10,667**	**74,669**	**85,336**
Exp Prop Start-Up	3,049	21,343	24,392
Exp Prop IT StartUp	2,574	18,018	20,592
S&S Startup	**5,623**	**39,361**	**44,984**
S&S Total	**16,290**	**114,030**	**130,320**
Total Estimate	**216,328**	**1,480,307**	**1,696,635**
Positions	1	7	8
FTE	1.00	7.00	8.00

"Budget for this project consists of funding for one Principal Executive Manager E, three Operations and Policy Analyst 3, one Office Specialist 2, one Procurement and Contract Specialist 3, two Information System Specialist 7, and contractors for quality assurance, technical writing, and Joint Application Development facilitation. All of these positions are being established as **limited duration** due to the nature of supporting revenue."

Business Case for
Technology Infrastructure

774

Oregon Department of Corrections,
General Services,
Information Technology Services (ITS)

Date: August 20, 2014
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Business Case – Authorizing Signatures

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Note: There are many key terms abbreviated in this business case.

- A list of **List of Key Abbreviations** is available in Appendix B
- Most of the key terms are also hyperlinked so a reader can click the link and jump to the correct description of the term.

Executive Summary

Mission and Performance Management

The **Oregon Department of Corrections** (ODOC) operates correctional facilities and performs functions related to legislative approved programs for 14,000 **Adults in Custody** (AIC), formerly referred to as Offenders, within fourteen facilities throughout Oregon.

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

In 2013, ODOC started a new initiative titled **Correctional Outcomes through Research and Engagement** (CORE). CORE is ODOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes throughout the organization.

In addition to managing the AIC population, ODOC directly supervises approximately 3,000 Offenders in Linn and Douglas counties. The Department also administers the Community Corrections grant programs providing financial assistance, technical assistance, and policy development in thirty-four other counties supervising 31,000 Offenders currently on felony probation and post-prison supervision.

Technology Challenges and Opportunities

Throughout the past several biennia, ODOC has faced many budget challenges. Due to these budget constraints, ODOC has been unable to implement needed technology upgrades for a healthy infrastructure. ODOC still has numerous inefficient manual and paper business processes that fail to provide shared data and critical information necessary for the appropriate level of AIC and staff management.

The failure to implement these upgrades for the six related projects in this business case may have significant negative consequences throughout an AIC's custody cycle. An AIC custody cycle commences at admission to an ODOC facility through intake assessment, incarceration, probation, and post-prison supervision.

It is *essential* that ODOC maintain accurate and quickly available information on all AICs throughout their custody cycle so ODOC staff can make solid decisions regarding AIC case and behavior management. Assisting AICs to progress successfully through their custody cycle helps ODOC reach a critical objective of "reducing the risk of future criminal behavior" and driving Oregon's recidivism rate lower.

ODOC is challenged with many technological deficits. ODOC proposes and requests approval for a series of six technical upgrades to position the agency to take advantage of improved infrastructure efficiencies. The modernization of these critical and targeted business functions is essential to the ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.

- ✓ The new and upgraded systems provide ODOC with a foundation to share data and essential information, measure processes, leading to improved business efficiencies, decisions, and responsiveness.

- ✓ The strategy of successfully implementing these foundational improvements is to increase collaboration, reduce manual processes, and provide opportunities to improve timeliness and quality of decisions and generate better outcomes in support of ODOC's mission.

Funding Requests in this Business Case

There are six proposed projects included in this Technical Infrastructure business case requesting funding to address systems that are at a *breaking* point and need to be replaced, systems that have *exceeded their lifecycle*, and systems that can be *leveraged* for results that are more productive.

SharePoint Intranet:

- **Request**: This project is for ODOC to develop and deploy an enterprise wide Microsoft SharePoint system that supports a strategy improving business processes related to communications within the agency (Intranet), managing documents, providing document versioning, collaborating on projects and decisions, and improving the quality of business data and information. This project will leverage an existing Microsoft Enterprise license held by ODOC. (*Leveraged system for more productive results*)
- ***If not funded:*** ODOC's communication and collaboration practices will continue as is using email and files that are hard to locate, control, and share. The quality of informed, collaborative, and data driven decisions will remain underdeveloped.

SAS Data Warehouse Software Maintenance:

- **Current:** ODOC's Research Unit has used **Statistical Analysis System** (SAS) software to create and maintain the ODOC data warehouse for thirteen years (since 2001). This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- **Request**: To renew the SAS software maintenance licenses and existing maintenance agreements in order to keep SAS running. (A lifecycle replacement) The continuation of SAS is *critical* to provide the measures and controls the Department requires to manage the programs and policies aimed at the AIC population and ensure they are "evidenced based" as required by Senate bill 267. (System needs a lifecycle replacement)
- ***If not funded:*** The data warehouse, providing critical information for the ODOC, will cease to operate.

Intake Electronic Computer-Based Data Collection & Assessment System:

- **Current**: ODOC's Intake Center has utilized the same paper-based AIC information collection and assessment process for fifteen years. The current antiquated system is inefficient, is a costly maintenance nightmare at a breaking point, and utilizes up to 50 sheets of paper per AIC.
- **Request:** This project is to replace the existing Intake system including hardware and software. (*A replacement for a breaking system)*
- ***If not funded:*** Without implementing a computer (web) based collection and assessment system, AIC data will continue to be susceptible to multiple errors, generates paper waste failing to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint". Most importantly, there will be no clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical decisions.

Payroll Document Imaging System:

- **Current**: The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*.
- **Request**: This project is to incorporate the **Oregon Records Management Solution** (ORMS) records system currently used by the Oregon Secretary of State, to image, file, and archive payroll records across the agency. (Leveraged system for more productive results)
- ***If not funded:*** The cost and the amount of Department staff time managing the existing payroll system will continue to increase.

Warehouse Bar Code System:

- **Current:** The current **Distribution Services Division** (DSD) is responsible for central receiving and shipment of approximately $1 million in inventory each month across four ODOC warehouses in Oregon. The existing manual warehousing process creates room for errors, delays, and provides limited visibility into the inventory system.
- **Request**: To add a much needed bar code Warehouse Management System that integrates with ODOC's **Automated Financial Accounting Manufacturing Inventory System** (AFAMIS); ODOC's principal accounting system. A bar code system is the critical piece that has been missing for years. It is needed for efficient management of warehouse products to lower costs, reduce waste, shrink manual and paper processes, lessen miss-shipments, and inhibit theft. The bar code system provides the critical piece that has been needed to maximize the benefits of ODOC's existing processes. (Leveraged system for more productive results)
- ***If not funded:*** Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.

AS/400 Modernization:

- **Current**: The **Application System/400** (AS/400) mid-range computer platform used at ODOC was first introduced by IBM twenty-six years ago (1988). The current **Corrections Information System** (CIS) applications hosted on the AS/400 system are displayed as "green screens" that are not graphical and costly to maintain. All ODOC staff regularly use the information displayed on the CIS "green screens" and other AS/400 applications.
- **Request**: This project is to modernize the presentation and display of computer information on ODOC's (AS/400) system through a web browser. It would replace the current "green screens" with a more user friendly and graphic display of information. New software tools will strengthen the integration between CIS on the AS/400 and the AFAMIS (accounting) systems. (System needs a lifecycle replacement)
- ***If not funded:*** By not integrating the CIS and AFAMIS systems, ODOC staff will continue to lose opportunities for having the right information, at the right time, making right decisions for ODOC and AICs.

Timeframe and Cost

- These six recommended projects would start July 1, 2015 and last through June 30, 2017. (24 months) The SharePoint Intranet and Collaboration project requires a third year and will last through June 30, 2018. (36 months)
- The **Total Cost** for all six projects in the 2015-2017 biennium is $ 2,841,664.

Purpose and Background

Purpose

ODOC has significant needs to overcome technological deficits that have accumulated over the last several biennia to address some critical business areas.

ODOC proposes six projects to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical and targeted business areas will sustain ODOC's ability to meet its mission and promote public safety by supporting all functions necessary for AIC management, case management, sentence management, and fiscal accountability.

The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.

The successful adoption of these fortifying improvements will provide many benefits to key operations across the Department.

Across the six projects, these are some essential purposes related to each for the biennium.

SharePoint Intranet:

- 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

SAS Data Warehouse Software Maintenance:

- To keep the existing data warehousing system running.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution

Payroll Document Imaging System:

To convert and integrate ODOC's existing payroll process to the ORMS used by the Secretary of State's office.

Warehouse Bar Code System:

- To update ODOC warehousing equipment, software and business processes to industry best practice standards.
- To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution.
- Software driven warehouse management solutions allow real-time data capture, automation and printing technologies into the warehouse infrastructure.

AS/400 Modernization:

- Renovate access to both CIS, which manages AICs, and the AFAMIS (accounting) system by using a web browser to replace the current "green screens."
- To transform and modernize access by purchasing new software tools.

Background

Across the six projects, current work at the Department is performed in a wide range of activities:

SharePoint Intranet:

- In June 2011, ODOC lead a small SharePoint 2010 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 a full project would be initiated.
- In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. 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 ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation.

  Some of the documents created were:
  - ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**)
  - ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel)
  - ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel)
  - ***Infrastructure Planning Document*** (Technical overview of possible architecture solutions)
  - ***SharePoint PowerPoint Presentation to the ODOC Policy Group***
- A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.
- In brief, the stakeholder sessions identified that at ODOC:
  - There were no central locations to find common information.
  - There are issues with duplicate information and misinformation.
  - Staff have a poor experience searching for files and information.
  - There is extensive use of file shares.
  - ODOC's main channel of communication is mostly through email.
  - There is a need to communicate and exchange information with external partners.
  - Many business processes are cumbersome, heavily reliant on paper, and require dual data entry.
  - Project and team communications are heavily reliant on email and file shares
- ODOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners.
- The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

SAS Data Warehouse Software Maintenance:

- Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems.
- This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management and process improvement.
- The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.
- This current state of having a paper based system impacts the Operations and the Intake Unit. Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.

Payroll Document Imaging System:

- The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*
- This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.

Warehouse Bar Code System:

- The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory system. Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.
- The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and logistics as targeted by the CORE initiative in an effort to improve business services.

AS/400 Modernization:

- The current display of all CIS applications on the AS/400 system are "green screens," non-graphical, and costly to maintain. The majority of ODOC staff regularly use the information available in the CIS system.
- The current state affects and constrains the ability of the General Services Division and IT Services to continue to develop and maintain integrated information systems that are in high demand by the Department and required by the CORE initiative to manage business, IT, and communication services.

Problem or Opportunity Definition

Problem

Across the six projects, these essential problems limit the Department from meeting its mission and goals:

SharePoint Intranet:

- The current state does not support many of the agency goals targeted by CORE.
  - Engage Stakeholders, Partners, and Employees
  - To develop Public Safety partner and customer satisfaction
  - To connect to community volunteers
  - To promote wellness activities in ODOC's workforce
  - To facilitate effective annual training for the workforce
  - To promote family and personal wellness in the workforce
  - To promote the effective communications of news to Stakeholders and Partners
  - To assist data warehouse users to utilize data and research studies

SAS Data Warehouse Software Maintenance:

- The current state meets current Department needs.
- *Not* renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.

Intake Electronic Computer-Based Data Collection & Assessment System:

- The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements.
- Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments.
- The system is in a break/fix maintenance cycle.

Payroll Document Imaging System:

- The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of financial transactions.

Warehouse Bar code System:

- The current state does not meet the agency's need to manage business services and mitigate risks.
- ODOC currently carries out a large majority of warehouse functionalities on paper.
- These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system.
- Shrinkage, due to expiration, commonly costs about $ 50,000 per year.

AS/400 Modernization:

- The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Opportunity

Across the six projects, there are genuine opportunities for improvement and increased efficiencies in several areas of ODOC's operations, and support of CORE performance measures.

SharePoint Intranet:

- Technological improvements provided by a SharePoint Intranet tie into many CORE performance measures such as:
  - OM3a Employees are engaged
  - OM14a Public Safety partners satisfaction
  - OP5c Volunteers
  - SP1b Wellness
  - SP1d Annual Training
  - SP1f Family/Personal Wellness (Percentage of authorized EAP)
  - SP5a News coverage
  - SP5e Employee communication
  - SP6c Warehouse user
  - SP6d Research studies

SAS Data Warehouse Software Maintenance:

Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.

Intake Electronic Computer-Based Data Collection & Assessment System:

- To speed up and improve the quality of the collection and assessment process.
- To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans.
- To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed.
- To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.

Payroll Document Imaging System:

To promote a more efficient process to pay and manage employee benefits and business services.

Warehouse Bar Code System:

- A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:
- Greatly reduce missed shipments
- Ensure the correct product is shipped to the correct Facility
- Generate accurate and current inventory lists at any time
- Save money by ordering products only when needed
- Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping.

    - Easily identify problem areas and potential solutions.
  - Greatly increase the speed and volume of products available at the CDC warehouse.
- Supports CORE targets of:
  - Providing basic needs of AICs in support of safe prisons
  - Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system.
  - Strengthening ODOC's efforts to manage spending more effectively.
  - Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently.
  - Reducing ODOC liability and potential litigation.

AS/400 Modernization:

To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Alternatives Analysis

Assumptions

- All six projects will start around July 1, 2015 with five of the projects ending by June 30, 2017. The sixth SharePoint Intranet project will end June 30, 2018 and exist for 36 months.
- All Department facilities would be impacted by one or more of the six projects.

Selection Criteria

Across the six diverse technology infrastructure projects, they should be evaluated against the ability of ODOC:

- To promote public, AIC, and staff safety.
- To increase collaboration, reduce manual processes, improve the speed and quality of decisions, reduce, or manage costs effectively.
- To be sustainable and have the potential to increase ability of ODOC to respond to new challenges.
- To help the Department take advantage of technological improvements towards improved efficiencies and long-term cost savings.
- That position ODOC to modernize in areas that will improve ODOC's business processes related to AIC management, case management, sentence management, and fiscal accountability.
- That investment in improved infrastructures will increase the ability to share data and essential information for increasingly effective business processes and decisions.

Solution Requirements

Across the six projects, each of them should:

- Confirm the feasibility and specific requirements for the individual project
- Use standard business and systems analysis to specify clear project requirements and stakeholder expectations.
- Have strong business sponsors and business team members to strengthen the partnership with ITS as objectives are jointly pursued.
- Provide clear lines of communications, responsibility, and accountability for success and management.

Alternatives Identification

Across the six projects, most of the solutions are:

- **Solution #1**: The status quo – business as usual or
- **Solution #2**: The recommended proposed project being requested

There are ranges for the six diverse projects, but the Intake Electronic Computer based Data & Assessment system does have three alternatives to consider.

Intake Electronic Computer-Based Data Collection & Assessment System:

Solution #1: The status quo – business as usual

- Remain collecting in-processing data realizing the input is subject to errors.
- Staff time for processing data will increase as the system ages
- Continue to use volumes of paper to in-process AICs.

Solution #2: The new Intake Data Collection & Assessment system

- All data elements are automatically collected as the AIC enters the data. If entries do not fall within acceptable parameters, an error message will appear informing the AIC of acceptable answers.
- There will be no chance of staff interpretation errors or scanner miss-reads

Solution #3: To replace only the existing hardware scanners before they completely fail

- To purchase two new scanners and continue to use the existing software.
- This may only marginally improve the speed and accuracy of data collection.

Alternatives Analysis

Costs

Across the six projects, there is a wide range of costs, FTE, and positions requested.

The available cost information is summarized in the following table and the Excel figures presented in the sections below.

Staffing Impact across all six projects

- **Positions**: 5

- **FTE**: 3

Revenue Source:

- **General Fund** **$ 2,841,664**

110 Package Component Fund Request for 2015-2017 biennium:

1.	SharePoint Intranet	$ 876,000
2.	SAS	280,000
3.	Intake Assessment	198,000
4.	Payroll Document Imaging	69,994
5.	Warehouse Mgmt. Bar Code System	600,000
6.	AS/400 Modernization	786,688
		$ 2,841,664

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Table 1 Identified Costs of Each Project's Alternatives

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
A. SharePoint Intranet and Collaboration Tools	• **Costs**: Costs for SharePoint as part of the existing Microsoft Enterprise Agreement. Paying for it now. • **FTE**: None • **Positions**: None	• **Costs**: This package requests $ 876,000 for the 2015-17 biennium for items related to Professional Services, Training, and Additional Software Licenses and SDC/ETC Hosting. The portion to startup costs is $576,000. o $ 300,000 is for Software Licenses and SDC hosting and support costs. o $576,000 is for IT Professional Services and is a startup cost. • **FTE**: None requested. • **Positions**: None requested • Specific highlights are available in an Excel worksheet. • $ 254,000 in the 2017-19 biennium to deploy the remaining portions of the enterprise wide SharePoint system.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
B. SAS Data Warehouse Software Maintenance	• Costs: SAS software requires an annual maintenance fee of $140,000 ($280,000/biennium) • Cost from **Base** budget. • FTE: None requested • Positions: None requested	• Costs: $140,000 per year/$ 280,000 per biennium for annual maintenance agreement. • FTE: None requested. • Positions: None requested. • Refer to Excel worksheet.	• No third alternative solution at present.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
C. Intake Electronic Computer-based Data Collection & Assessment System	• Costs: Current maintenance costs are ODOC staff hours incurred in house, as the scanners are too old to maintain service contracts. • Current printer costs are $97.75 per month (rental agreement) ($1173.00 per yr.) • Current scanners are at the end of their lifecycle and if the system is not replaced, the two scanners will need to be purchased for about $ 12,140. • Toner cost (annual) – is approximately $ 28 per month ($336.00 per year) • Reams of paper = approximately 10 reams per month is about $300 per year. Some AICs will have as many as 50 sheets of paper during the assessment process. • Cost of forms (excluding PAI) – $4,245 per year for about 5,400 AICs. • Additional printing costs in house for 9 of the 16 pages used by assessment and purchase through OCE. • $180 per year for the software to create and change forms. • Cost for a contractor to scan 2 of the forms = **Unknown** • FTE: 4 FTE • Positions: 4 positions	• Costs: A new system is estimated to cost **$198,000.** **1.** 90 computers & monitors = $ **103,500** **2.** Software plus database = $ **94,500** • **FTE**: None requested • **Positions**: None requested • **Note**: New scanners are not included.	• **Costs: New scanners** (2) - $6,070.00 per scanner (will require 2 new scanners if not replaced by electronic assessments in the coming year (s)) • Maintenance contract to support the two new scanners is $ 1,600 per year. • Total would be $13,740.

Project	Solution #1 (Current State – Business as Usual)	Solution #2 (Proposed State – Based on Project Moving Forward)	Solution #3 (Other)
D. Payroll Document Imaging Systems	• Staff costs will continue to rise.	• Costs: The cost of this system is about **$15,000 per biennium.** • ODOC will need **two clerical support positions** to scan back records for approximately 6 months to start up (approximately $55,000) • FTE: **0.50 FTE** are requested. • Positions: **2 positions** • Refer to Excel worksheet.	• No third alternative solution at present.
E. Warehouse Management Bar Code System	• Continued loss of product, especially perishables • Continue miss-shipments that a bar code system can easily identify.	**Note**: In 2013, Warehouse management received information and quotes through an IRR for which the following estimates are based. • Costs: The cost of a system is approximately **$ 531,000**. • ODOC would need a Project Manager to implement the system over one year = about $ **100,000**. • FTE: Requested FTE is 0.50. • Positions: None requested.	• No third alternative solution at present.
F. F. AS/400 Modernization	• None – as is	• Costs: The cost is **$786,688** and will include software tools, configuration, training, and two Information Systems Specialist 7 positions. • **FTE**: 2 FTE • **Positions**: 2 positions	• No third alternative solution at present.

Available cost Information in graphic snapshots of available Excel worksheets.

Figure 1 ***Available Cost Information for SharePoint Intranet and Collaboration***

2015-17 Policy Pkg 110 - Technology Infrastructure:		
SharePoint Intranet and Collaboration Tool		
General Services SCR 006		
DCR 006-06-04 ITS Operations		
Supplies & Services (GF)		
Employee Training	4150	$ -
Data Processing	4250	$ 300,000
Professional Services	4300	$ -
IT Professional Services	4315	$ -
Exp Prop Start-Up	4700	$ -
Exp Prop IT Start-Up	4715	$ 576,000
Total Supplies & Services		$ 876,000
Capital Outlay		
Other Capital Startup	5900	$ -
Total Capital Outlay		$ -
Total Budget		**$876,000**
**As of July 23, 2014*		

Figure 2 ***Available Cost Information for SAS Data Warehouse Software Maintenance***

Oregon Department of Corrections		
2015-17 Policy Pkg 110 - Technology Infrastructure:		
SAS Data Warehouse Software Maintenance		
Central Administration SCR 004		
DCR 004-15-01 Research		
Capital Outlay for Biennium		
Data Processing Software	5550	280,000
Data Processing Hardware	5600	-
Total Capital Outlay		280,000
Total Budget		280,000
**As of July 15, 2014*		

Figure 3 *Available Cost Information for Intake Computer-based Data Collection & Assessment System*

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Intake Electronic/Computer Based Data Collection & Assessment System

Offender Management & Rehabilitation SCR 011

Intake DCR 011-10-01

		011-10-01
Personal Services (GF)		
Total Personal Services		-
Supplies & Services (GF)		
Exp Prop IT Start-Up	4715	198,000
Total Supplies & Services		**198,000**
Capital Outlay		
Total Capital Outlay		-
Total Budget		198,000
Positions		-
FTE		-

August 14, 2014

Figure 4 *Available Cost Information for Payroll Document Imaging Systems*

Oregon Department of Corrections

2015-17 Policy Pkg 110 - Technology Infrastructure:

Payroll Document Imaging Systems

General Services SCR 006

Fiscal Services / Payroll DCR 006-01-50

Personal Services		
Salaries	3110	29,844
ERB Assess.	3210	88
PERS	3220	5,828
Social Security	3230	2,282
Unemployment	3240	54
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	179
Flex Benefits	3270	-
Total Personal Services		**38,413**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	15,307
Other S&S	4650	607
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	5,148
Total Supplies & Services		**31,581**
Capital Outlay		
Total Capital Outlay		-
Total Budget		69,994
Positions		2
FTE		0.50

As of July 24, 2014

Figure 5 *Available Cost Information for Warehouse Bar Code System*

Oregon Department of Corrections		
2015-17 Policy Pkg 110 - Technology Infrastructure:		
Warehouse Mgt Barcode System		
General Services SCR 006		
Distribution Services /Central Dist Center Operations DCR 006-05-01		
Personal Services		
Salaries	3110	69,852
ERB Assess.	3210	44
PERS	3220	13,642
Social Security	3230	5,344
Unemployment	3240	126
Worker's Comp. Assess.	3250	69
Mass Transit Tax	3260	419
Flex Benefits	3270	30,528
Total Personal Services		**120,024**
Supplies & Services		
Instate Travel	4100	787
Office Expenses	4175	3,634
Data Processing	4250	307
IT Professional Services	4315	8,000
Other S&S	4650	607
Exp Prop Start-Up	4700	3,049
Exp Prop IT Start-Up	4715	2,574
Total Supplies & Services		**18,958**
Capital Outlay		
Data Processing Software	5550	192,000
Other Capital Startup	5900	300,000
Total Capital Outlay		492,000
Total Budget		630,982
Positions		1
FTE		0.50
July 22, 2014		

Figure 6 *Available Cost Information for AS/400 Modernization*

Oregon Department of Corrections		
2015-17 Policy Pkg 110 - Technology Infrastructure:		
AS 400 Modernization		
General Services SCR 006		
Information Technology Services / IT Development DCR 006-06-03		
		006-06-03
Personal Services (GF)		
Salaries	3110	251,328
ERB Assess.	3210	88
PERS	3220	49,084
Social Security	3230	19,226
Unemployment	3240	452
Worker's Comp. Assess.	3250	138
Mass Transit Tax	3260	1,508
Flex Benefits	3270	61,056
Total Personal Services		**382,880**
Supplies & Services (GF)		
Instate Travel	4100	3,146
Office Expenses	4175	14,534
Data Processing	4250	1,226
IT Professional Services	4315	2,428
Other S&S	4650	
Exp Prop Start-Up	4700	6,098
Exp Prop IT Start-Up	4715	121,157
Total Supplies & Services		**148,589**
Capital Outlay		
Other Capital Startup	5900	255,219
Total Capital Outlay		255,219
Total Budget		786,688
Positions		2
FTE		2.00
July 23, 2014		

2017-19 Impact:

1. SAS – The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
2. Intake Assessment – None; this is a **one-time start-up cost.**
3. Payroll Document Imaging - The 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
4. Warehouse Management Bar Code System – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
5. SharePoint – Approximately 1/3 of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.
6. AS400 Modernization – Approximately half of the 110 Technology Infrastructure package will become part of the 2017-19 **Base** Budget.

Benefits

Across the six projects, there are some substantial benefits to gain. Many of the following points overlap the possible opportunities described earlier.

Table 2 Identified Benefits of Each Project's Alternatives (Solution 2)

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
A. SharePoint Intranet and Collaboration Tools	Improves: • Communications within ODOC (intranet) • Providing central locations to find common information • Providing research tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms
B. SAS Data Warehouse Software Maintenance	• Continues as is
C. Intake Electronic Computer-based Data Collection & Assessment System	• Improved process efficiency by reducing the number of staff involved in handling, forwarding, inputting paper assessments. • Eliminate cost associated with maintaining outdated scanning equipment and supporting software. • Eliminate paper and printing costs associated with 15 different forms used to assess approximately 500 AICs per month. • Increase flexibility of system to react to new programs/research/legislative mandates. • Increased ease of gathering and analyzing data from the AIC assessments. • A web-based computerized program that accepts changes easily will greatly reduce the hours needed for any changes. • Reduced cost of programming staff on fixing the current Program (would allow programmers to work on more value-added systems)
D. Payroll Document Imaging Systems	• Promotes a more efficient process to pay and manage employee benefits and business services.

Project	**Solution #2** **(Proposed State** – Based on Project Moving Forward)
E. Warehouse Management Bar Code System	A bar code scanning system will: • Save about $100,000 in labor costs per year. • Support receiving and delivery • Create pallet license plate tags • Support multiple items per pallet • Track the delivery of split loads • Track product by expiration date. This step alone would be a significant savings to DOC. • Locates food products that have been recalled before they are used. This helps to avoid potential litigation. • Provide an opportunity for AICs assigned to the CDC warehouse to develop a new skill and become a productive member of the community when released. A bar code system will: • Organize the entire warehouse into rack locations or rack addresses. • Assign an address to each pallet of product within the warehouse racking. • Records the product received dates. expiration dates, and vendor information. • Tracks the location and amount of product. • Identifies the need for stock rotation. • Gives clear direction for cycle counts and inventory procedures, which reduces downtime.
F. AS/400 Modernization	• Provides the Department the ability to meet CORE targets of providing IT and communications services and data needed for informed decision-making.

Risks

Across the six projects, these are inherent risks inherent with all projects.

- The various cost estimates come from a wide range of sources and some were gathered a year or more ago and have not been recently updated.
- Some of the projects may have underestimated the amount of effort required by a ITS Project Manager to provide leadership on the project.
- ITS is currently understaffed for the current volume of work and a number of open job positions are not yet staffed.

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

Conclusions and Recommendations

Conclusions

ODOC has had many biennia of budget challenges. Because of these budget challenges, ODOC has not kept up with technology upgrades and still uses manual and paper processes which do not allow for efficiencies nor sharing of data to the degree that it should. ODOC is challenged with many technological deficits.

Recommendations

For ODOC to implement the six projects as a series of technical upgrades to position the agency to take advantage of efficiencies from current and available technologies.

- ✓ The modernization of these critical and targeted business areas are essential to ODOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.
- ✓ The new and upgraded systems provide the ODOC with a foundation to share data and essential information to improve business efficiencies and decisions.
- ✓ The successful adoption of these foundational improvements will increase collaboration, reduce manual processes, and improve the speed and quality of decisions.

There are six proposed projects included in this Technical Infrastructure effort that include new systems, systems that have exceeded their lifecycle, and systems that need to be replaced.

1. SharePoint Intranet (Leveraged system for more productive results)
2. SAS Data Warehouse Software Maintenance (System needs a lifecycle replacement)
3. Intake Electronic Computer-Based Data Collection & Assessment System (A replacement for a breaking system)
4. Payroll Document Imaging System (Leveraged system for more productive results)
5. Warehouse Bar Code System (Leveraged system for more productive results)
6. AS/400 Modernization (System needs a lifecycle replacement)

All of these projects would start July 1, 2015 and five would continue until June 30, 2017. (24 months) The SharePoint Intranet project would continue until June 30, 2018. (36 months)

The Total Cost for all six projects is $ 2,841,664.

(**Note**: Estimate does not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.)

Consequences of Failure to Act

Table 3 Possible Consequences Due to Failing to Act of Each Project

Project	Possible Consequences Due to Failing to Approve or Fund the Recommended Alternative
A. SharePoint Intranet and Collaboration Tools	• ODOC's communication and collaboration model will continue as is using 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.
B. SAS Data Warehouse Software Maintenance	• The data warehouse that provides critical information for the Department will cease to operate.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Without implementing a computer (web) based collection and assessment system: • AIC data will continue to be susceptible to multiple errors • The system will continue to generate paper waste, and fail to strengthen ODOC's efforts to become increasingly "green" and reduce "carbon footprint." • Most importantly, there will not be any clear strategy to mitigate the risks of maintaining a fragile 15-year-old system that produces suspect data for mission critical Department decisions.
D. Payroll Document Imaging Systems	• The cost and the amount of staff time managing the existing payroll system will continue to increase.
E. Warehouse Management Bar Code System	• Failure to implement an integrated bar code system to assist in controlling incoming and outgoing product will result in the continued loss of items, miss-shipments, and spoilage of food products.
F. F. AS/400 Modernization	By not integrating the CIS and AFAMIS systems: • Department staff will continue to lose opportunities to have the right information, at the right time, to make better decisions for ODOC and AICs.

Appendix A Additional Details of the Six Projects in Table Format

Appendix Table A-1 ***Executive Summary of Each Project***

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
A. SharePoint Intranet and Collaboration Tool	• For ODOC to develop and deploy an enterprise wide Microsoft SharePoint system To improve business processes related to: • Communications within the agency (Intranet) • Search tools to locate common information • Coordination of meetings • Managing documents and document versions • Collaborating on projects and decisions • Improving the quality of business data/information • Collaborating with external community and other partners (extranet) • Reducing duplicate business forms	• Is a leveraged system for more productive results.	• **Cost**: $ 876,000 for 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/**2018** (36 months) See Benefits and Risks tables
B. SAS Data Warehouse Software Maintenance	• The Research Unit uses SAS software to create and maintain its data warehouse to provide data via its web portal, CMIS, and fulfill ad hoc and CORE related data requests. • Data elements are used to support research, program evaluation, and risk	• Is a system that needs a lifecycle replacement.	• **Cost**: $280,000 for the 2015-2017 biennium and *each* biennium. ($140,000 per year) • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (every biennium) See Benefits and Risks tables

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	assessments.		
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • ODOC is requesting a computer-based AIC data collection and assessment system.	• A replacement for a breaking system.	• **Cost:** $198,000 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by the Oregon Secretary of State to image, file, and archive payroll records.	• Is a leveraged system for more productive results.	• **Cost**: $ 69,994 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 (each biennium) See Benefits and Risks tables
E. Warehouse Management Bar Code System	• To implement a bar code Warehouse Management System integrated with ODOC's' current AFAMIS accounting system. • To create an efficient system to greatly reduce waste and possibly theft. • ODOC currently carries out a large majority of warehouse functionalities manually on paper, which could be greatly reduced.	• Is a leveraged system for more productive results.	• **Cost**: $ 630,982 for the 2015-2017 biennium. • **Start Date:** 7/1/2015 • **End Date:** 6/30/2017 See Benefits and Risks tables
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be	• Is a system that needs a lifecycle replacement.	• **Cost**: $ 786,688 for the 2015-2017 biennium. • **Start Date:** 7/1/2015

Project	Purpose	Recommended Alternative	Costs, Benefits, and Risks
	graphical and available in a web browser. • Modernization is in part, accomplished by purchasing new software tools. • Modernization includes access to both the CIS and AFAMIS (accounting) systems with a web browser replacing the current green screens.		• **End Date:** 6/30/2017 See Benefits and Risks tables

Appendix Table A-2 ***Essential Purpose of Each Project***

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
A. SharePoint Intranet and Collaboration Tools	• Establish an enterprise wide Microsoft SharePoint Intranet and Collaboration tools for ODOC. • Key targets will be met in three phases: 1. Establish a systems foundation, 2. Extend SharePoint functionality, and 3. Integrate agency business processes to improve efficiencies.	To improve enterprise efficiencies: • 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 • Improving the quality of business data/information • Collaborating with external community and other partners (extranet)	The efforts in the biennium will include: • 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

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
		• The reduction of duplicate business forms.	
B. SAS Data Warehouse Software Maintenance	• Renew software maintenance agreement each of the next two years.	• Current software maintenance will expire.	• To keep the existing data warehousing system running.
C. Intake Electronic Computer-based Data Collection & Assessment System	• Replace the existing paper-based Intake AIC Assessment System with a computer-based AIC data collection and assessment system solution.	• The current antiquated system is inefficient and has ongoing maintenance problems, which are costly to maintain.	• Replace the existing paper-based assessment system with a computer (web based) data collection and assessment system solution
D. Payroll Document Imaging Systems	• ODOC would like to incorporate the ORMS system used by Secretary of State to image, file, and archive payroll records.	• Existing system is outdated and wastes time and money.	• To convert and integrate ODOC's existing payroll process to the ORMS.
E. Warehouse Management Bar Code System	• A bar code driven Warehouse Management Systems (WMS) to integrate the warehouse with the existing AFAMIS accounting system. • The goal of ODOC warehouse is to control the movement and storage of goods in the most efficient manner. • Bar codes would accurately identify raw materials, manage inventory and direct warehouse shipments.	• This has been a missing middleware piece of the existing warehouse and accounting systems that has been needed.	• To update ODOC warehousing equipment, software and business processes to industry best practice standards. • To increase the speed and volume of products processed by the warehouse by utilizing a fully integrated software and hardware solution. • Software driven warehouse management solutions allow real-time data capture, automation and

Project	What is being proposed?	Why is the project being proposed?	Essential Purpose of this project
			printing technologies into the warehouse infrastructure.
F. AS/400 Modernization	• Modernize the presentation of the applications hosted on the AS/400 to be graphical and available in a web browser.	• To provide a new tool to leverage the value of the existing system and provide new opportunities to integrate with other systems and view the information differently.	• Renovate access to both CIS, (that manages AICs) and the AFAMIS (accounting system) with a web browser replacing the current "green screens." • To transform and modernize access by purchasing new software tools.

Appendix Table A-3 ***Background of Each Project***

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
A. SharePoint Intranet and Collaboration Tools	• ODOC currently does not have a coordinated solution for communicating within the agency and for collaborating with external partners.	• In June 2011, ODOC lead a small SharePoint 2010 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 a full project would be initiated. • In November 2014, ODOC hired the Marquam Group, an experienced an well-known team of SharePoint consultants that have performed contracts for many Oregon agencies, was hired to perform a SharePoint business feasibility study and tasked to identify how	• Sponsor: Assistant Director of General Services • Administration • All staff that use Outlook, Word, Excel, and share files and critical information. • External partners such as Oregon Corrections Enterprises and Community Corrections • The CORE Initiative to manage business services, planning finances, utilizing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		SharePoint could meet critical organizational needs. Six large and separate stakeholder workshops were held with over 50 staff participating. 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 ITS collaborated and jointly authored a number of deliverable documents supporting the findings and these documents will provide a framework to start a project implementation. • Some of the documents created were: 1. ***SharePoint Execution Roadmap*** (display initiatives and timelines – See **Appendix D**) 2. ***SharePoint Budget Considerations*** (detailed software/hardware and costs in Excel) 3. ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates in Excel) 4. ***Infrastructure***	data and research, and mitigating risk. • The current state affects ODOC's Administration, along with all staff using Outlook, Word, Excel, and share files and critical information. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to collaborate effectively.

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		Planning Document (Technical overview of possible architecture solutions) ***5. SharePoint PowerPoint Presentation to the ODOC Policy Group*** • A summary of the findings were presented to ODOC's Policy Group in April 2014 and were positively received with a desire to move forward.	
B. SAS Data Warehouse Software Maintenance	• The research unit uses SAS software to create and maintain its data warehouse that is used to provide data via its web portal, CMIS, as well as fulfill ad hoc and CORE related data requests. • The data is also used to support research, program evaluation, and risk assessment.	• SAS software requires an annual maintenance fee of $140,000 per year ($280,000/biennium).	• Sponsor: • Research • Administration • Operations • All Staff that use CMIS • IT Services that depends upon critical CMIS data and processes • The CORE initiative to measure processes.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than 15 years. • Intake processes	• The ODOC Intake Center has utilized the same paper-based AIC information collection and assessment process for more than fifteen years. Intake processes about 450 AICs per month or about 5,400 per year. Some of the forms used in the process are	• Sponsor: Operations • Intake Unit • Correctional Counselors • Security Staff • This current state of having a paper

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	about 450 AICs per month or about 5,400 per year. • Some of the forms used in the process are entered into CIS by hand, while others are scanned into the database using severely outdated Scantron technology and an older report generator written in **Visual Basic 6**. • The current assessment system is inefficient and has ongoing and costly problems to maintain. • Currently there are 16 paper-based forms used for assessment of the AICs. **Six** of these are scanned into the Correction Information System (CIS). **Two** others are sent to a contractor for scanning. The remaining **eight** forms are input manually by the assessment staff.	keyed into CIS residing on the AS/400, while other forms are scanned into a database using severely outdated Scantron technology and an older report generator written in Visual Basic 6. The current assessment system is inefficient and has ongoing and costly problems to maintain. Currently there are 16 paper-based forms used for assessment of the AICs. Six of these are scanned into the Correction Information System (CIS). Two other forms are sent to an outside contractor to scan. The remaining eight forms are keyed manually by the assessment staff.	based system impacts the Operations and the Intake Unit. • Imprecise data from partially incorrect assessments could influence Correctional Counselors and Security Staff ability to provide an appropriate level of Correctional Case Management (**CCM**) to AICs.
D. Payroll Document Imaging Systems	• Due to the current technology of Payroll Systems, the amount of paper documents required to be	• The current technology of ODOC's payroll systems produces large volumes of paper documents that are required to be maintained and stored. Approximately	• Sponsor: • General Services • Payroll Services • All ODOC staff and those paid by the existing

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	maintained is huge. • Approximately 10,000 pieces of paper are required to be filed and maintained for employee payroll each month. • ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (300 file drawers)	10,000 pieces of paper are required to be filed and maintained for employee payroll *each month*. ODOC maintains over 60 5-drawer file cabinets around the state for payroll records. (*300 file drawers)*	payroll systems. • The CORE initiative to manage business services. • This current state impacts the General Services Division and Payroll Services Unit, as well as all ODOC staff, and those paid by and managed through the existing payroll system. The existing system makes it difficult to support one of the CORE measures to pay and manage benefits for employees.
E. Warehouse Management Bar Code System	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of these facilities. • The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month.	• The DSD is responsible for central receiving and shipment of goods needed in the day-to-day operation of all facilities. The Central Distribution Center Warehouse in Salem, Oregon receives and distributes approximately $1 million in inventory each month and there are three other ODOC warehouses in Oregon. • The existing manual warehousing processes creates room for errors, delays, and provides limited visibility into the inventory	• Sponsor: • General Services • Warehouse and Food Services • The CORE initiative to manage business services. • The current state affects the ability of the General Services Division, and Warehouse and Food Services Unit to manage warehouse operations and

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
	• There are three other ODOC warehouses in Oregon. • The existing manual warehousing processes create room for errors, delays, and limited visibility into the inventory system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than the product currently in the system.	system. • Due to Department purchasing practices, it is possible to purchase product with shorter expiration dates than product currently on hand in the warehouse system that increases spoilage risk without a better tracking system.	logistics as targeted by the CORE initiative in an effort to improve business services.
F. AS/400 Modernization	• Existing presentation displays of the AS/400 system are "green screen," non-graphical, and costly to maintain.	• Currently, ODOC's Administration and the Research Unit drive the available data warehouse information provided to Department staff and systems. • This system provides vital data for decision making via its web portal **Corrections Management Information System** (CMIS), fulfilling ad hoc report requests, and meeting agency initiatives requiring data and information. These data elements support ODOC's Administration, research, program evaluations, risk assessments, and CORE's focus on *measurable* performance management	• Sponsor: • General Services • IT Services • All ODOC staff that regularly use the information available in the "green screens" of the AS/400 environment. • The CORE initiative to manage business services. • The current state affects all of ODOC, and especially **Information Technology Services** (ITS) that uses CMIS data

Project	Current State (How work is performed today?)	Relevant History and/or Trends	What areas of the Agency are affected? Who are the Stakeholders?
		and process improvement.	and processes for portions of the AS/400 system and the web based **Offender Management System** (OMS). The CORE initiative also uses data elements to develop process metrics.

Appendix Table A-4 ***Essential Problem of Each Project***

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	The current state does not support many of the agency goals targeted by CORE. • Engage Stakeholders, Partners, and Employees • To develop Public Safety partner and customer satisfaction • To connect to community volunteers • To promote wellness activities in ODOC's workforce • To facilitate effective annual training for the workforce • To promote family and personal wellness in the workforce • To promote the effective communications of news to Stakeholders and Partners • To assist data warehouse users to utilize data and research studies.
B. SAS Data Warehouse Software Maintenance	• The current state meets current Department needs. • Not renewing the maintenance software license for SAS would create a significant interruption to the agency in its ability to utilize data and research.
C. Intake Electronic Computer-based Data Collection & Assessment System	• The current state cannot easily meet the agency's need to accommodate new assessments dictated by changing policies and legislative requirements. • Special training and hours of work are needed to support an additional form or to change an existing form. The system cannot easily change to fit the needs of new assessments. • The system is in a break/fix maintenance cycle.
D. Payroll Document Imaging Systems	• The current state does not meet the agency goals targeted by CORE to support improved management of business services by providing efficient accounting of

Project	Essential Problem of the Project (In terms of Agency's Mission and Goals)
	financial transactions.
E. Warehouse Management Bar Code System	• The current state does not meet the agency's need to manage business services and mitigate risks. • ODOC currently carries out a large majority of warehouse functionalities on paper. • These manual warehouse processes create room for errors, force delays, and limit visibility into the inventory system. • Shrinkage, due to expiration, commonly costs about $ 50,000 per year.
F. AS/400 Modernization	• The current state hinders the Department in meeting the targets for CORE of providing IT and communications services and to provide data for informed decision-making.

Appendix Table A-5 ***Possible Opportunities of Each Project***

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
A. SharePoint Intranet and Collaboration Tools	Technological improvements provided by a SharePoint Intranet tie into many CORE measures such as: • OM3a Employees are engaged • OM14a Public Safety partners satisfaction • OP5c Volunteers • SP1b Wellness • SP1d Annual Training • SP1f Family/Personal Wellness (Percentage of authorized EAP) • SP5a News coverage • SP5e Employee communication • SP6c Warehouse user • SP6d Research studies
B. SAS Data Warehouse Software Maintenance	• Continue to provide data for informed decision-making, risk assessment, data utilization, and research studies.
C. Intake Electronic Computer-based Data Collection & Assessment System	• To speed up and improve the quality of the collection and assessment process. • To increase the reliability of AIC assessments so ODOC has the best opportunity for accurate case and behavioral plans. • To ensure that the assessment data collected provides the quality necessary to determine appropriate AIC classification and risk levels so facilities are safely managed. • To mitigate the risk of the potential breakdown of the existing assessment system since it is fifteen years old.
D. Payroll Document Imaging Systems	• To promote a more efficient process to pay and manage employee benefits and business services.
E. Warehouse Management Bar Code	A automated bar code system as part of a fully integrated software and hardware solution creates opportunities to:

Project	Possible Opportunities of the Project (In terms of Agency's Mission and Goals)
System	• Greatly reduce missed shipments • Ensure the correct product is shipped to the correct Facility • Generate accurate and current inventory lists at any time • Save money by ordering products only when needed • Generate reports to assist managers to keep tight control on all phases of warehouse storage and shipping. • Easily identify problem areas and potential solutions. • Greatly increase the speed and volume of products available at the CDC warehouse. • Supports CORE targets of: 1. Providing basic needs of AICs in support of safe prisons 2. Providing opportunities for some AICs to receive vocational training that may help them prepare for a more successful reentry into the community following their release. They could learn new job skills through the opportunity to work on a new bar code management system. 3. Strengthening ODOC's efforts to manage spending more effectively. 4. Driving warehouse operations toward industry best practices by managing warehouse operations, logistics, and purchasing more efficiently. 5. Reducing ODOC liability and potential litigation.
F. F. AS/400 Modernization	• To provide the Department the ability to more effectively meet CORE targets of providing IT and communications services and data needed for informed decision making.

Appendix B List of Key Abbreviations

Abbreviation	Description
AFAMIS	The **Automated Financial Accounting Manufacturing Inventory System** (ODOC's principal accounting system)
AIC	**Adults in Custody** (formerly referred to as Offenders or Inmates)
AS/400	The **Application System/400** mid-range computer platform used at ODOC (Introduced by IBM twenty-six years ago in 1988)
CIO	**Chief Information Officer**
CIS	The **Corrections Information System** managing **Adults in Custody** on the **AS/400** and displays information on "green screens."
CMIS	**Corrections Management Information System** (ODOC's data warehouse information system)
CORE	**Correctional Outcomes through Research and Engagement** (ODOC's performance initiative begun in 2013)
DSD	**Distribution Services Division** (The business area responsible for central receiving and shipment of inventory at four ODOC warehouses)
ETS	State of Oregon **Enterprise Technology Services** (also referred to as the **State Data Center**). ETS provides computing services to numerous state agencies.
ITS	**Information Technology Services** at ODOC
LAN	A **Local Area Network**
ODOC	**Oregon Department of Corrections** (State of Oregon agency)
OMS	Web based **Offender Management System** that consists of multiple software applications
ORMS	**Oregon Records Management Solution** (The records system currently used by the Oregon Secretary of State to image, file, and archive payroll records)
SAS	Specialized **Statistical Analysis System** software used by the ODOC Research Unit to create and maintain the ODOC data warehouse.
SDC	State of Oregon **State Data Center** (also referred to as the **Enterprise Technology Services**). SDC provides computing services to numerous state agencies.

Other:

- ***Intranet***: An in-house web site on an organizations **local area network** (LAN) serving employees only and not the general public. An intranet provides a standard way to publish organization's policy, news, schedules, forms, and training manuals. The intranet can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary way to display information.

- ***Extranet***: A password-protected Web site on the Internet, but not the general public. It can provide access to research, internal databases, and virtually any information that customers or business partners are given permission to view and use.

- ***Data warehouse***: A computer database designed to access and analyzes organizational data to aid in business intelligence efforts and support decision-making.

Appendix C CORE – Fundamentals Map

Document delivered separately

Appendix D SharePoint Project Roadmap

Document delivered separately

Oregon Department of Corrections

Correctional Outcomes through Research and Engagement (CORE)

The Fundamentals Map

July 2, 2014

FOUNDATIONS

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

VALUES

Integrity and Professionalism
Dignity and Respect
Safety and Wellness
Fact Based Decision Making
Positive Change
Honoring Our History
Stewardship

KEY GOALS

- Safe and Secure Workplace
- Healthy, Engaged and Valued Employees
- Offenders Become Productive Crime-free Citizens
- Innovative, Efficient and Sustainable Business Practices
- Proactive Collaborative Partner

CORE PROCESSES

OPERATING PROCESSES

OP1: Managing Safe Prisons

M. Gower

1. Maintaining secure custody/control
2. Maintaining safety of staff, inmates and others
3. Providing basic needs for inmates
4. Transporting inmates
5. Utilizing staff resources
6. Implementing PREA policy and awareness
7. Managing emergency preparedness
8. Role modeling, redirecting and reinforcing pro-social behavior
9. Providing adequate training for staff, inmates and others
10. Ensuring adherence to directives for staff, inmates and others

PROCESS MEASURES

a. Group disturbances
b. Inmate Grievances
c. Inmate misconduct
d. PREA incidents (inmates)
e. PREA incidents (staff)
f. PREA standards
g. Security standards
h. Inmate assaults
i. Use of force

OP2: Preparing for Successful Release/Reentry

K. Brockamp

1. Assessing inmate risks and needs
2. Computing sentences
3. Determining appropriate housing for successful case management
4. Developing, managing and adjusting case plans
5. Providing treatment
6. Providing educational and vocational programs
7. Providing spiritual programs and services
8. Providing pro-social programs and opportunities
9. Managing transition and reentry
10. Planning for and releasing from custody

a. Education
b. A&D treatment
c. Cognitive treatment
d. Cognitive/A&D treatment
e. Housing
f. PO reach-In's
g. Birth certificates & social security cards
h. Work history
i. Religious services

OP3: Managing Inmate Healthcare

M. Gower

1. Assessing patients and planning healthcare
2. Delivering and managing mental healthcare
3. Delivering and managing medical care
4. Delivering and managing dental healthcare
5. Managing and coordinating offsite care
6. Maintaining licensure, training, and clinical performance
7. Managing the purchase/distribution of medication and supplies

a. Offsite medical healthcare
b. Continuous Quality Improvement
c. BHS Case Management
d. Clinical Competence
e. Pharmacy

OP4: Providing Inmate Work Opportunities

K. Jeske

1. Evaluating inmates upon entry for job readiness
2. Providing job readiness skills, resources and supportive services
3. Providing work experiences
4. Developing partnerships with community and business leaders
5. Connecting inmates to available community work resources
6. Working collaboratively with Community Corrections staff for reentry services

a. Providing DOC work experiences
b. Providing OCE work experiences
c. Providing DOC/OCE work experiences
d. Evaluating inmates upon entry for job readiness
e. Providing community work experiences
f. Providing job readiness skills, resources and supportive services

OP5: Connecting Inmates to Family and Community

K. Brockamp

1. Recruiting and managing volunteers
2. Providing opportunities for visitation
3. Providing and managing systems for inmate communication
4. Providing opportunities for mentoring contacts
5. Promoting pro-social supports and connecting to community resources throughout incarceration
6. Expanding enhanced family and community visits
7. Expanding access to outside vocational and educational partners
8. Providing information to families to help navigate through an inmate's incarceration

a. All Inmate visits
b. Friends and family visits
c. Volunteer
d. Parenting programs
e. Family functions
f. Telmate phone contacts
g. Inmates using Telmate

OP6: Managing Offenders in the Community

J. Stromberg

1. Assessing risk, need and responsivity
2. Developing and managing case plans
3. Prioritizing supervision strategies
4. Referring to appropriate programs
5. Maintaining contact in the community
6. Using appropriate interventions to motivate and hold accountable
7. Managing the Interstate Compact for Adult Offender Supervision

a. Assessments
b. Caseplans
c. Employment
d. Treatment participation
e. Restitution
f. Community service completion

SUPPORTING PROCESSES

SP1: Managing our Workforce

C. Popoff

1. Recruiting and hiring motivated staff
2. Providing training opportunities for professional development
3. Supporting staff wellness
4. Evaluating and responding to employee needs
5. Advancing employee succession and promotion
6. Negotiating and managing collective bargaining agreements
7. Encouraging a culture of inclusion

a. Workers compensation
b. Wellness activities
c. Hiring
d. Annual Training
e. Labor relations

SP2: Managing and Planning Finances

N. Allen

1. Planning for inmate capacity
2. Planning for capital projects
3. Acquiring funding
4. Managing spending
5. Providing financial information
6. Budgetary data reconciliation
7. Financial management training

a. Forecast accuracy
b. Projections
c. LFO fiscal impact statements

SP3: Managing Business Services

T. Dohrman

1. Providing IT and communication services
2. Maintaining facilities/managing real property
3. Maintaining security and other building systems
4. Managing warehouse operations and logistics
5. Providing inmate goods
6. Purchasing goods and services
7. Accounting for financial transactions
8. Accounting for inmate financial transactions
9. Managing environmental impact and sustainability
10. Paying and managing benefits for employees

a. BTU usage
b. IT service response time
c. Work order efficiency
d. Recycling
e. Canteen Sales
f. Canteen Net Income
g. Purchasing
h. Electronic Inmate deposits
i. Number of payroll defects
j. Amount of payroll defects
k. Inmate goods (Food)
l. Inmate goods (Supplies)
m. Inmate goods (Apparel)
n. Transportation expense

SP4: Mitigating Risk

L. Williamson

1. Investigating complaints
2. Managing security threats
3. Managing occupational health and safety
4. Protecting due process rights
5. Developing and sharing intelligence
6. Developing rules, policies and procedures
7. Preventing and responding to sexual assaults/ harassment
8. Managing litigation & reducing liability
9. Conducting audits and addressing deficiencies
10. Preparing for emergencies & disasters
11. Maintaining data integrity
12. Professionalism

a. Tort claims compared to actual lawsuits (Inmate)
b. Tort claims (Inmate)
c. Lawsuit costs (Inmate)
d. PREA response time
e. PREA audits
f. Security audits
g. Internal audits
h. Audit deficiencies

SP5: Engaging Stakeholders and Partners

E. Craig

1. Communicating with employees
2. Managing media relations
3. Working with elected officials
4. Communicating with and informing stakeholders
5. Responding to public records requests
6. Participating in councils and committees
7. Partnering with local communities
8. Coordinating events and recognitions

a. News coverage
b. Legislative requests
c. DOC general information inquires
d. DOC internet
e. Employee communication
f. Public records requests

SP 6: Utilizing Data and Research

P. Bellatty

1. Providing data to inform decision making
2. Developing and refining risk assessments
3. Administering and developing the data warehouse
4. Conducting research studies and present findings/ recommendations
5. Evaluating program effectiveness
6. Managing projects
7. Participate in the implementation of research findings/ recommendations
8. Evaluating external research proposals

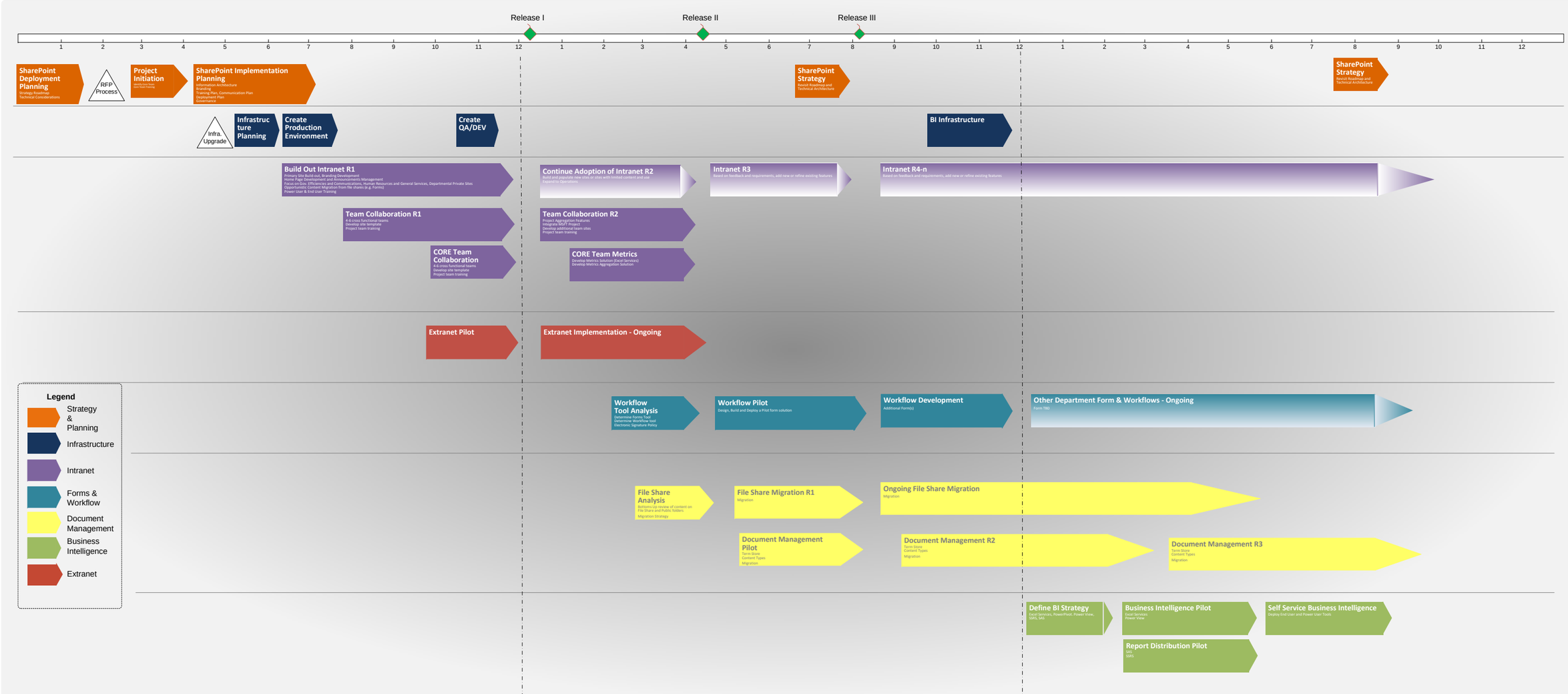
a. Data warehouse days
b. Data warehouse hits
d. Warehouse users
d. Research studies

OUTCOME MEASURES / MEASURE OWNER / KEY PERFORMANCE MEASURES

Outcome Measure	Measure Owner	Key Performance Measure
OM 1: Staff Safety	L. Williamson	KPM 1: Measure 17 Compliance
OM 2: Healthy Staff	M. Morrow	KPM 2: Completed Corrections Plan
OM 3: Employee Engagement	T. Dohrman	KPM 3: Recidivism
OM 4: Community Supervision Success	J. Stromberg	KPM 4: Staff Assaults
OM 5: Recidivism	J. Stromberg	KPM 5: Walk-a-Ways
OM 6: Diversity in the Workplace	G. Sims	KPM 6: Natural Gas Usage
OM 7: Population Management	K. Brockamp	KPM 7: Level 1 Misconducts
OM 8: Case Plan Adherence	K. Brockamp	KPM 8: Secure-Custody Escapes
OM 9: Inmate Safety	L. Williamson	KPM 9: Unarmed Perimeter Escapes
OM 10:Public Safety	M. Gower	KPM 10: Transitional Leave
OM 11: Inmate Jobs	K. Jeske	KPM 11: Customer Service
OM 12: Inmate Health	M. Gower	KPM 12: Inmate Offsite Healthcare
OM 13: Financial Management	N. Allen	KPM 13: Time Loss Days
OM 14: Partner and Customer Satisfaction	L. Craig	

SharePoint Execution Roadmap
Oregon Department of Corrections

Updated: February 21, 2014



Business Case for
PREA Technology Solutions

818

Oregon Department of Corrections,

Inspector General's Office, Inspections

Date: August 20, 2014
Version: 0.7
Authors: Robert L. Metzger

(541) 881-5058

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**112 – PREA Technology Solutions (Version 0.7)**		
AGENCY	**Oregon Department of Corrections**	DATE	**August 20, 2014**
DIVISION	**Inspector General's Office, Inspections**	DAS CONTROL #	**POP 112**
AGENCY CONTACT	**Roy Bruce, ITS Administrator**	PHONE NUMBER	**(503) 373 - 7545**

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
Colette Peters	(Date)
Signature	
Agency Executive Sponsor	
Leonard Williamson	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
Roy Bruce	(Date)
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Prison Rape Elimination Act of 2003 (PREA) 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. The Oregon Department of Corrections (ODOC) fully supports this act and has enacted policies and procedures supporting a zero-tolerance for sexual abuse.

> The Bureau of Justice Statistics carries out, annually, a comprehensive statistical review and analysis of the incidence and effects of prison rape.

The major provisions of the standards are: General prevention planning, supervision and monitoring, limits to cross gender searches and viewing, training and education, screening, reporting, responsiveness planning, investigations, discipline, medical and mental health, grievances, and audits.

ODOC continues its efforts to maintain safety for all Adults in Custody (AIC) and others inside the facilities keeping PREA as a top priority with the use of the following tools.

- ODOC Policy 40.1.13, Prison Rape Elimination Act
- OIC PREA Checklist (CD 1621)
- Facility Transfer Victimization Screening Tool (CD 1619)
- Staff Reporting Responsibilities (CD 1620)
- PREA Acknowledgement Statement (CD 1623)
- Intake Victimization Screening Tool (CD 1625)
- PREA Reporting Flowchart

The agency is, now, in need of enhancing those policies and procedures with appropriate technology that will help ensure institutional security, compliance with PREA objectives and the safety of AIC in the agency's care. New technology is a critical component for detecting prison rape and other security concerns.

The United States Department of Justice Final Rule as outlined in the "PRISON RAPE ELIMINATION ACT NATIONAL STANDARDS – for PRISONS & JAILS"; states in section **115.18 -** Upgrades to facilities and technologies:

(a) When designing or acquiring any new facility and in planning any substantial expansion or modification of existing facilities, the agency shall consider the effect of the design, acquisition, expansion, or modification upon the agency's ability to protect inmates from sexual abuse.

(b) When installing or updating a video monitoring system, electronic surveillance system, or other monitoring technology, the agency shall consider how such technology may enhance the agency's ability to protect inmates from sexual abuse.

To ensure compliance with the PREA national standards the department intends to implement the following technology solutions.

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AICs. Three products address this issue in difference ways.

- **Chair Metal Detector** (Ranger Security BOSS II)
    - This metal detector is a chair that detects any metal on or inside the AIC
- **Metrasens Metal Detector**
    - Metrasens produces a portable and highly sensitive metal detector, which has been successfully tested at the Oregon State Penitentiary.
    - It is made to detect and differentiate between knives, cell phones and other metal objects.
- **TSA Style Body Scanners**
    - This technology detects illegal and dangerous items. Typically it is used to identify the presence of weapons and contraband that are hidden beneath a person's clothing. The system takes five seconds from entry to report and scans the entire body of a person. Processing 100 AICs through the scanner would take approximately 15 minutes.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

- **Tracking Bracelets by 3M**
    - Electronic tracking would allow the Department to wirelessly monitor AIC location and perform real-time location supervision, tightening control and enhancing the security for everyone. The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place.
    - The Enterprise Information Resources Management Strategy
    - Other IT-related statewide plans, initiatives, goals and objectives

Purpose and Background

Purpose

The purpose of the PREA Technology Solutions project is to enhance and support existing policies and procedures with modern technology. The desired technology will greatly influence the safety and security of ODOC institutions. Requirements for the protection of vulnerable AIC, as mandated by the Prison Rape Elimination Act of 2003 will be better fulfilled with the proper implementation and use of modern detection and monitoring capabilities.

Background

ODOC began planning for PREA and drafting an action plan to address sexual assault in 2005. Since that time, ODOC has worked with the National Institute of Corrections and other technical assistance providers to create comprehensive and robust sexual assault prevention and response policies and procedures. ODOC's efforts include:

- A comprehensive PREA policy (40.1.13),
- An intake screening tool for sexual vulnerability or aggression,
- Staff PREA Training,
- AIC PREA Education.
- Sexual assault response teams (SARTs), and
- A database for tracking sexual assault data and the movement of victims and perpetrators.

The next logical step in compliance, of the Prison Rape Elimination Act of 2003, is implementation of investigatory tools furthering the agency's ability in the collection of solid and provable evidence of any PREA related crime. The same technology used to ensure PREA compliance can also be utilized to enhance the safety and security in other areas of concern. Better and early detection of unauthorized metal objects will help minimize incidents of assault within the AIC and staff population. The capability to auto-track and record human movement within the facilities and will provide better control and accountability of the AIC population. Reliable movement records will be of great value during any subsequent incident investigation.

Problem or Opportunity Definition

Problem

ODOC, by developing and implementing a series of paper and computer based monitoring and reporting tools and procedures, has complied with the Prison Rape Elimination Act of 2003. ODOC now seeks to enhance those limited tools with technology. Without the suggested technology to support paper and computer based reporting any conclusions are limited and subject to human error.

Opportunity

The solutions presented in this project will enhance safety and security not only for PREA concerns but throughout all areas of facility safety and security.

- Eliminate Pat Down Searches
    - Reliable detection of metal objects both on and in the body
    - Differentiate between knives, cell phones and other metal objects
    - Body scanning capable of detecting illegal and dangerous objects and contraband typically hidden beneath a person's clothing
        - Five second full body scan
- Replace Daily Count
    - Accurate in-place accounting of AIC (Daily and emergency counts)
    - Schedule program/job movement
    - Prohibit access to certain areas
    - Track AIC associations (Security Threat Management)
    - Enhance reliability of AIC movement information during incident/criminal investigations
- Technological improvements provided by the PREA Technology tie into many CORE measures such as:
  (as highlighted in the Fundamentals Map in Appendix 1)
    - Applicable CORE Operating Processes:
        - OP1 – Managing Safe Prisons
        - OP2 – Preparing for Successful Release\Reentry
        - OP6 – Managing Offenders in the Community
    - Applicable CORE Supporting Processes:
        - SP4 – Mitigating Risks
        - SP6 – Utilizing Data and Research
    - Outcome Measures:
        - OM1 – Staff Safety
        - OM7 – Population management
        - OM8 – Case Plan Adherence
        - OM9 – Inmate Safety
        - OM10 – Public Safety
    - Key Performance Measures:
        - KPM4 – Staff Assaults
        - KPM 5 – Walk-a-ways
        - KPM 7 – Level 1 Misconducts
        - KPM 9 – Unarmed Perimeter Escapes

Alternatives Analysis

Assumptions

This Business Case addresses the technology needed to take PREA compliance to the next level. The project will consist, in part, of coordinating efforts from all stakeholders to include:

- Collaborative meetings to determine how best to adjust business processes to take full advantage of this technology
- Gather and define business requirements
- Identify, track and resolve issues related to implementation
- Help Project Manager manage project risks

Selection Criteria and Alternatives Ranking

TBD

Solution Requirements

The purpose of the PREA Technology Solutions project is to enhance paper and computer based tracking, reporting and monitoring tools with technology. The identified technology will enable complete tracking of AIC movement, enhance staff's ability to prevent unauthorized movement within the institutions and account for AIC location during normal and emergency situations.

Additionally, the same technology will enhance the duties of the Threat Management team and many other areas of safety and security throughout the agency.

Results of the suggested technology will provide necessary and essential data required to fulfill evidentiary standards when investigating alleged criminal behavior. This data also fulfills the requirements of CORE supporting process SP4 – Mitigating Risks.

Alternatives Identification

Other than the "status quo" or "do nothing additional" option; no alternatives present themselves at this point. If technology is not utilized to enhance the agency's efforts to meet the requirements of the Prison Rape Elimination Act of 2003; the agency's ability to prevent and fully document PREA incidents will remain insufficient.

- *Status Quo alternative*
    - While this alternative provides a rudimentary tracking, monitoring and reporting capability for alleged incidents; the currently implemented tools do not fully resolve issues surrounding prevention and proactive action.
    - The current status limits the information available to ODOC and other agency staff investigating the facts surrounding an incident.
    - Not being in a position to unequivocally state or prove the facts leading to the conclusion of an incident hinders the judicial prosecution of the incident.
    - The current state does not fully support the agency goals targeted by CORE

Alternatives Analysis

Cost

Technology Solution #1- Eliminate Pat Down Searches

Replace physical pat down searches with metal detection devices or other Transportation Security Administration (TSA) body scanner devices. This technology would increase AIC movement and reduce the need for staff to physically touch AIC. Three products address this issue in difference ways.

A. Chair Metal Detector (Ranger Security BOSS II)

Purchasing 55 units ($8,779 per unit) to cover the five largest institutions would cost $482,845.

B. Metrasens Metal Detector

Purchasing of 55 of these units is about $570,000.

C. TSA Style Body Scanners

Each unit costs $170,000. For the five largest institutions, the Department would need 11 units for a total of $1,870,000.

Technology Solution #2 – Replace Daily Count

Replace daily count with a technology solution. Depending on the software married up with these systems, the systems can be used to track movement, schedule program/job movement, and prohibit access to certain areas, track AIC associations (Security Threat Management, criminal investigations and PREA investigations) and AIC count.

A. Tracking Bracelets by 3M

The recommendation is that staff also participates in the bracelet program at Coffee Creek Correctional Facility. The system could be used to track Security Threat Management (STM) AIC movement, who they affiliate with (both in partnering on crime and who their victims are), track who is in the yard during a disturbance, etc. The system would be used in PREA cases to address location of events and who was where when the events took place. The estimated cost is $12,000,000.

Quantifying Results

Evidence of the successful adoption of these measures will be demonstrated by a reduction of prison rape and other security threats, as well as assistance in tracking Security Threat Management, criminal investigations and enhanced PREA compliance

.

Revenue Source

General Fund	$14,922,845

Fiscal Impact Summary

General Fund –	
Personal Services	$ 0
Services & Supplies	12,000,000
Capital Outlay	2,922,845
Special Payments	$0
Total General Fund	$ 14,922,845

Note: See Appendixes and References section for additional breakdown

Staffing Impact (Solution #1 and Solution #2)

Positions	0
FTE	0.00

Benefit

Use of available technology will increase the potential of full compliance with the Prison Rape Elimination Act of 2003 and other ODOC safety and security concerns (CORE).

Risk

The primary risk of not implementing this technology is a continuation of current non-compliance the Prison Rape Elimination Act of 2003.

A secondary risk is the missed opportunity to meet several of the agency's CORE goals

Conclusions and Recommendations

Conclusions

The status quo provides the agency adequate information as to the occurrence and frequency of alleged incidents. However there is a need to move further into prevention of PREA incidents. The addition of metal detection technology will enable the agency to identify and intervene in the unauthorized transport and use of dangerous contraband. Implementing the use of Bracelet Tracking technology will greatly enhance control of AIC movement and further the agency's efforts to protect the AIC and staff populations. The technology installed to comply with The Prison Rape Elimination Act of 2003 will also benefit the Threat Management Team in their efforts to improve safety and security. Additionally, subsequent to an incident; investigator will have more reliable data at hand to back up their conclusions.

All of the suggested technology will greatly enhance the agency's ability to reach the goals of the CORE initiative. Safety of the public, institutions, staff and Adults in Custody will be improved.

Recommended Action

Policy Option Package (POP) 112 – PREA Technology Solutions: Needs approval.

Desired Timeline

Project Start July 2015
Project Completion June 2017

Consequences of Failure to Act

Failure to enhance current policies, procedures, monitoring and reporting tools with technology will result in continuation of preventable incidents. The ability to gather evidence of what actually occurred, rather than simply relying on questionable eye-witness testimony, will not be available.

Alternately; providing technology to ODOC staff will greatly increase the ability to prevent harm to AIC and staff. When an incident does occur and the requested technology is available to investigators; sufficient evidence will be available to determine and document what actually took place. This evidence will prove invaluable in prosecution, lessons learned and staff training.

Appendixes and References

Appendix 1

CORE Processes and Measurements

At a minimum; implementation of the PREA Technology will affect the highlighted CORE Processes and Measurements

(Extracted from the CORE Fundamentals Map)

OPERATING PROCESSES

OP1: Managing Safe Prisons — M. Gower

1. Maintaining secure custody/control
2. Maintaining safety of staff, inmates and others
3. Providing basic needs for inmates
4. Transporting inmates
5. Utilizing staff resources
6. Implementing PREA policy and awareness
7. Managing emergency preparedness
8. Role modeling, redirecting and reinforcing pro-social behavior
9. Providing adequate training for staff, inmates and others
10. Ensuring adherence to directives for staff, inmates and others

a. Group disturbances
b. Inmate Grievances
c. Inmate misconduct
d. PREA incidents (inmates)
e. PREA incidents (staff)
f. PREA standards
g. Security standards
h. Inmate assaults
i. Use of force

OP2: Preparing for Successful Release/Reentry — K. Brockamp

1. Assessing inmate risks and needs
2. Computing sentences
3. Determining appropriate housing for successful case management
4. Developing, managing and adjusting case plans
5. Providing treatment
6. Providing educational and vocational programs
7. Providing spiritual programs and services
8. Providing pro-social programs and opportunities
9. Managing transition and reentry
10. Planning for and releasing from custody

a. Education
b. A&D treatment
c. Cognitive treatment
d. Cognitive/A&D treatment
e. Housing
f. PO reach-In's
g. Birth certificates & social security cards
h. Work history
i. Religious services

OP3: Managing Inmate Healthcare — M. Gower

1. Assessing patients and planning healthcare
2. Delivering and managing mental healthcare
3. Delivering and managing medical care
4. Delivering and managing dental healthcare
5. Managing and coordinating offsite care
6. Maintaining licensure, training, and clinical performance
7. Managing the purchase/distribution of medication and supplies

a. Offsite medical healthcare
b. Continuous Quality Improvement
c. BHS Case Management
d. Clinical Competence
e. Pharmacy

OP4: Providing Inmate Work Opportunities — K. Jeske

1. Evaluating inmates upon entry for job readiness
2. Providing job readiness skills, resources and supportive services
3. Providing work experiences
4. Developing partnerships with community and business leaders
5. Connecting inmates to available community work resources
6. Working collaboratively with Community Corrections staff for reentry services

a. Providing DOC work experiences
b. Providing OCE work experiences
c. Providing DOC/OCE work experiences
d. Evaluating inmates upon entry for job readiness
e. Providing community work experiences
f. Providing job readiness skills, resources and supportive services

OP5: Connecting Inmates to Family and Community — K. Brockamp

1. Recruiting and managing volunteers
2. Providing opportunities for visitation
3. Providing and managing systems for inmate communication
4. Providing opportunities for mentoring contacts
5. Promoting pro-social supports and connecting to community resources throughout incarceration
6. Expanding enhanced family and community visits
7. Expanding access to outside vocational and educational partners
8. Providing information to families to help navigate through an inmate's incarceration

a. All Inmate visits
b. Friends and family visits
c. Volunteer
d. Parenting programs
e. Family functions
f. Telmate phone contacts
g. Inmates using Telmate

OP6: Managing Offenders in the Community — J. Stromberg

1. Assessing risk, need and responsivity
2. Developing and managing case plans
3. Prioritizing supervision strategies
4. Referring to appropriate programs
5. Maintaining contact in the community
6. Using appropriate interventions to motivate and hold accountable
7. Managing the Interstate Compact for Adult Offender Supervision

a. Assessments
b. Caseplans
c. Employment
d. Treatment participation
e. Restitution
f. Community service completion

SUPPORTING PROCESSES

SP1: Managing our Workforce — C. Popoff

1. Recruiting and hiring motivated staff
2. Providing training opportunities for professional development
3. Supporting staff wellness
4. Evaluating and responding to employee needs
5. Advancing employee succession and promotion
6. Negotiating and managing collective bargaining agreements
7. Encouraging a culture of inclusion

a. Workers compensation
b. Wellness activities
c. Hiring
d. Annual Training
e. Labor relations

SP2: Managing and Planning Finances — N. Allen

1. Planning for inmate capacity
2. Planning for capital projects
3. Acquiring funding
4. Managing spending
5. Providing financial information
6. Budgetary data reconciliation
7. Financial management training

a. Forecast accuracy
b. Projections
c. LFO fiscal impact statements

SP3: Managing Business Services — T. Dohrman

1. Providing IT and communication services
2. Maintaining facilities/managing real property
3. Maintaining security and other building systems
4. Managing warehouse operations and logistics
5. Providing inmate goods
6. Purchasing goods and services
7. Accounting for financial transactions
8. Accounting for inmate financial transactions
9. Managing environmental impact and sustainability
10. Paying and managing benefits for employees

a. BTU usage
b. IT service response time
c. Work order efficiency
d. Recycling
e. Canteen Sales
f. Canteen Net Income
g. Purchasing
h. Electronic Inmate deposits
i. Number of payroll defects
j. Amount of payroll defects
k. Inmate goods (Food)
l. Inmate goods (Supplies)
m. Inmate goods (Apparel)
n. Transportation expense

SP4: Mitigating Risk — L. Williamson

1. Investigating complaints
2. Managing security threats
3. Managing occupational health and safety
4. Protecting due process rights
5. Developing and sharing intelligence
6. Developing rules, policies and procedures
7. Preventing and responding to sexual assaults/ harassment
8. Managing litigation & reducing liability
9. Conducting audits and addressing deficiencies
10. Preparing for emergencies & disasters
11. Maintaining data integrity
12. Professionalism

a. Tort claims compared to actual lawsuits (Inmate)
b. Tort claims (Inmate)
c. Lawsuit costs (Inmate)
d. PREA response time
e. PREA audits
f. Security audits
g. Internal audits
h. Audit deficiencies

SP5: Engaging Stakeholders and Partners — E. Craig

1. Communicating with employees
2. Managing media relations
3. Working with elected officials
4. Communicating with and informing stakeholders
5. Responding to public records requests
6. Participating in councils and committees
7. Partnering with local communities
8. Coordinating events and recognitions

a. News coverage
b. Legislative requests
c. DOC general information inquires
d. DOC internet
e. Employee communication
f. Public records requests

SP 6: Utilizing Data and Research — P. Bellatty

1. Providing data to inform decision making
2. Developing and refining risk assessments
3. Administering and developing the data warehouse
4. Conducting research studies and present findings/ recommendations
5. Evaluating program effectiveness
6. Managing projects
7. Participate in the implementation of research findings/ recommendations
8. Evaluating external research proposals

a. Data warehouse days
b. Data warehouse hits
d. Warehouse users
d. Research studies

OM	Owner
OM 1: Staff Safety	L. Williamson
OM 2: Healthy Staff	M. Morrow
OM 3: Employee Engagement	T. Dohrman
OM 4: Community Supervision Success	J. Stromberg
OM 5: Recidivism	J. Stromberg
OM 6: Diversity in the Workplace	G. Sims
OM 7: Population Management	K. Brockamp
OM 8: Case Plan Adherence	K. Brockamp
OM 9: Inmate Safety	L. Williamson
OM 10:Public Safety	M. Gower
OM 11: Inmate Jobs	K. Jeske
OM 12: Inmate Health	M. Gower
OM 13: Financial Management	N. Allen
OM 14: Partner and Customer Satisfaction	L. Craig

KPM 1: Measure 17 Compliance
KPM 2: Completed Corrections Plan
KPM 3: Recidivism
KPM 4: Staff Assaults
KPM 5: Walk-a-Ways
KPM 6: Natural Gas Usage
KPM 7: Level 1 Misconducts
KPM 8: Secure-Custody Escapes
KPM 9: Unarmed Perimeter Escapes
KPM 10: Transitional Leave
KPM 11: Customer Service
KPM 12: Inmate Offsite Healthcare
KPM 13: Time Loss Days

Appendix 2

Summary of Costs

ONGOING vs START-UP COST ASSUMPTIONS - GENERAL FUND						
		Ongoing Costs	Start-up Costs	Total		
Technical Equipment	5200	120,711	362,134	482,845	482,845	Technology Solution #1- Eliminate Pat Down Searches A. Chair Metal Detector (Ranger Security BOSS II)
Technical Equipment	5200	142,500	427,500	570,000	570,000	B. Metrasens Metal Detector
Technical Equipment	5200	467,500	1,402,500	1,870,000	1,870,000	C. TSA Style Body Scanners
		730,711	2,192,134	2,922,845	**2,922,845**	
Expendable Prop 250-5000	4700	9,000,000	3,000,000	12,000,000	**12,000,000**	Technology Solution #2 – Replace Daily Count A. Tracking Bracelets by 3M
TOTAL		9,730,711	5,192,134	14,922,845	14,922,845	

DCR 004-19-01 Inspector General Administration		
Supplies & Services		
Expendable Prop 250-5000	4700	9,000,000
Exp Prop Start-Up	4700	3,000,000
Total Supplies & Services		12,000,000
Capital Outlay		
Technical Equipment	5200	730,711
Other Capital Startup	5900	2,192,134
Total Capital Outlay		2,922,845
Total Budget		14,922,845

Note: Estimates do not currently include costs for Independent Quality Assurance, which if required are estimated to add 5% to the total project cost.

CORRECTIONS, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).
2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.
3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.
4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).
5	The rate of inmate walk-a-ways from outside work crews per month.
6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.
7	Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).
8	The number of escapes per year from secure-custody facilities (armed perimeter).
9	The number of escapes from DOC unarmed perimeter facilities.
10	Percent of inmates who successfully complete transitional leave.
11	Percent of customers rating their satisfaction with the agency customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
12	Percent of total inmate care encounters that occur offsite.
13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.

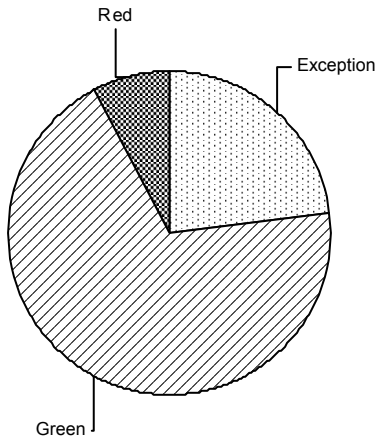
New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: **Rationale:**

CORRECTIONS, DEPARTMENT of	I. EXECUTIVE SUMMARY

Agency 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.

Contact: Jennifer Black	**Contact Phone:** 503 569 3318
Alternate:	**Alternate Phone:**

Performance Summary



Exception	23.1%
Green	69.2%
Red	7.7%
Total:	100.0%

Green	Yellow	Red	Exception
= Target to -5%	= Target -6% to -15%	= Target > -15%	Can not calculate status (zero entered for either Actual or

1. SCOPE OF REPORT

Appropriate to the agency mission, most of the Key Performance Measures track performance in areas of inmate activity; compliance with Measure 17 work/education requirements, participation in Oregon corrections plans, recidivism, assaults on staff, misconduct sanctions, work crew walk-a-ways, escapes, offsite care encounters and successful completion of transitional leave. One measure tracks the department's energy conservation relative to consumption of electricity and natural gas. One measure tracks workers compensation time loss days. One customer service measure tracks our success relative to significant agency customers. This measure includes customer satisfaction for services provided to community parole and probation officers. There are a number of other key Department operations and programs that are not currently tracked as Key Performance Measures, but are managed through the use of internal measures at the Division or program level.

2. THE OREGON CONTEXT

The Department is a primary contributor to Benchmark #64: Adult Recidivism: The percentage of adult offenders convicted of a new felony within three years of initial release. The Department influences this measure through its efforts to provide inmates with the tools necessary to successfully remain in the community after release. This effort has been strengthened through the establishment of the Oregon Accountability Model (OAM). The model recognizes that transition begins at the point of intake, when a corrections plan is developed for each inmate. The plan addresses criminal risk factors in order to enhance successful reintegration into the community and in turn reduce recidivism. To further enhance the effectiveness of the OAM, the Department has implemented the Correctional Case Management (CCM) designed to target limited agency resources and treatment towards those inmates who are at the highest risk of returning to prison.

3. PERFORMANCE SUMMARY

As the performance summary chart indicates, the Department is performing well in 10 of the 13 measured areas. Although these ratings indicate green performance, the Department is continually working to maintain and improve performance in these areas. The Department ranked yellow in 2 key measurement areas. These include #1: Compliance with Measure 17 work and education requirements and #4: Rate of Class 1 assaults on individual staff. KPM #1 improved from red performance last year. Limited and reduced program resources continue to make it difficult to achieve the work and education requirement. Decreased staffing due to budget constraints, the rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates present an on-going risk to staff. The Department ranked red in one area, #9: the number of escapes from unarmed perimeter facilities. The Department continues to work on improving security procedures, staffing and proper classification of inmates.

4. CHALLENGES

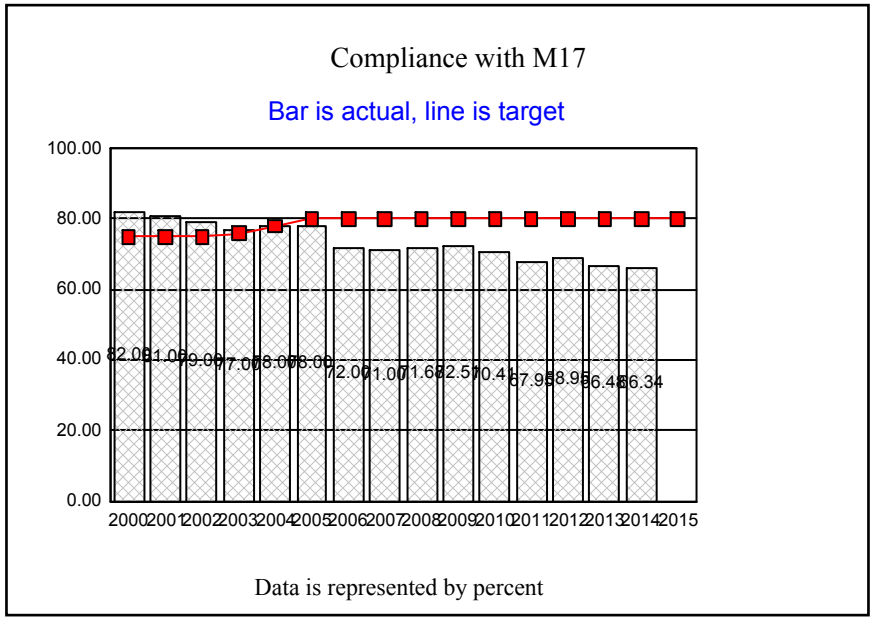
Budget constraints, reduced staffing, and increased inmate populations within existing capacities make it difficult to maintain a safe environment while providing the resources necessary to ensure inmate success upon release. Fewer outside work crews challenge the availability of meaningful work for inmates. As our population has grown, so have the number of inmates sanctioned for Level 1 misconducts. The Department is working on a number of initiatives to review inmate incentives and inmate sanctions and their relationship to Level 1 misconducts.

5. RESOURCES AND EFFICIENCY

The Department 2011-13 budget is $1,324,785,417 General Fund, $27,563,757 Other Funds and $8,171,635 Federal Funds ($1,262,826 FF is Non-limited Debt Service limitation). KPM #6 Reduce Electricity and Natural Gas Usage, reports that the Department is on track to achieve its 2015 target of reducing BTU usage by 20%. This is in response to an increased target from 10% to 20% reduction in BTU usage.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).	1995
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 - Adult Recidivism	
Data Source	DOC Research Unit; based upon data submitted weekly by individual institution	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to prioritize the development and offering of programs and work that count toward compliance of Ballot Measure 17.

2. ABOUT THE TARGETS

Development of a work ethic, a basic education, and meeting the programming needs of inmates, etc., contributes to the successful return of inmates to society, thereby reducing recidivism. The higher the percentage, the more inmates that are working or attending basic education and programming.

3. HOW WE ARE DOING

The Department did not meet its target for this reporting period. It is becoming increasingly more difficult to reach the increased target for a variety of reasons. For example, work opportunities can be limited if inmates do not meet certain criteria for those assignments. To work on an outside work crew, inmates must be minimum custody and meet strict criteria to ensure public safety. The Department is finding fewer inmates with these characteristics, even though the overall population is growing. The Department must also find a balance in prioritizing work opportunities, treatment, and education – all of which can be on an inmate's corrections plan.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Institution maintenance, janitorial work, kitchen help, garment factory, and laundry are examples of work that count toward the 40 hour requirement. Programs such as education and alcohol and drug treatment also qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The average monthly population increased by 327 inmates compared to 2013; The number of exempt inmates decrease by 63 adding a about 390 inmates eligible for work per month. However, the number of inmate jobs needed to support institution operations stayed relatively static. The Department continues to accommodate growing numbers of inmates; however, the availability of work and program opportunities becomes more restricted. Although new facilities demand inmate workers for a limited number of tasks, inmate population growth does not otherwise create the need for additional jobs, and limited funding for programs will not reach all those in need. The number of suitable inmates available for outside work crews has decreased, with an emphasis on not allowing sex offenders on these types of crews. Previous data suggests that a higher number of inmates in the past were reported in compliance when in fact they may have been only partially compliant, current audits verify the most recent numbers to be accurate. Some work opportunities, like outside work crews are limited by the amount of funding that public entities have available to finance those activities. The number of inmate work days increased by 11,867.The majority of that increase was a result of the inmates that were used to assist Oregon Department of Forestry in their fire-fighting efforts during the extremely heavy 2013 fire season. The number of inmate work days for fire-fighting efforts increased by 8,754. These inmates fought fires, worked kitchen support and camp support efforts during last year's fire season.

6. WHAT NEEDS TO BE DONE

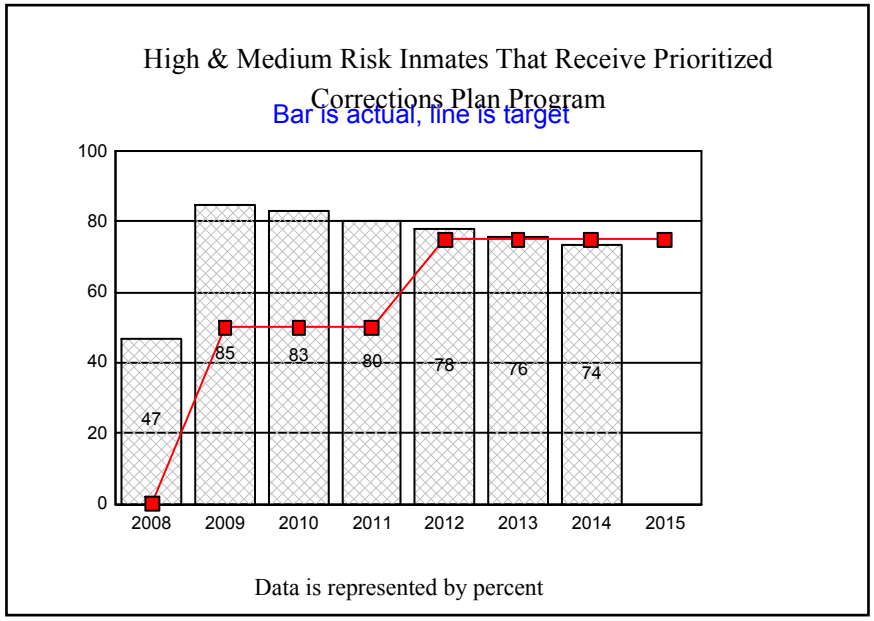
Continue to think outside the box to develop and offer work and programming opportunities. Develop community relationships and innovative ways of supplying work crews for the needs of local communities (i.e., host agency crews, etc.) in support of Ballot Measure 17.

7. ABOUT THE DATA

Oregon fiscal year data is collected weekly and reported to the Department of Corrections Research Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #2	Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.	2007
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Corrections Management Information System Report	
Owner	Offender Management & Rehabilitation Services Division, Kim Brockamp, Assistant Director 503-945-9092	



1. OUR STRATEGY

For each inmate, the department identifies (in order to address) criminal risk factors which, when mitigated, will reduce the likelihood of the individual committing another crime once released from prison. An Oregon Corrections Plan (OCP) is developed for each inmate. The OCP addresses criminal risk factors to enhance successful reintegration into the community and reduce recidivism. It prescribes specific interventions such as education, alcohol and drug treatment, and cognitive programs. With limited resources, the Department prioritizes programming and treatment for those

individuals with a medium-to-high risk to re-offend, coupled with a high programming/treatment need. With education, the department focuses on those inmates with a high education need and does not limit providing education to those with the highest risk of re-offending.

2. ABOUT THE TARGETS

This measure tracks only high and medium-risk inmates who complete a program prioritized in their corrections plan. High and medium-risk inmates are prioritized for limited cognitive skills and treatment resources because of their higher likelihood of recidivating. While all risk levels receive education services, this measure only looks at the high and medium risk inmates who complete education to maintain consistency with the measure.

Targets are established to support incremental increases in the percentage of inmates who complete programs listed in their corrections plan. In 2012, the target was changed from 50% to 75%.

3. HOW WE ARE DOING

The agency reports 73.5% of high and medium-risk inmates completed a program prioritized on their corrections plan, which represents a reduction from 75.8% reported in 2013.

While there has been a drop in the performance since 2013, it is still within the target range and indicates that the agency is maintaining its ability to identify and engage the higher risk inmates in programs.

An absolute known reason for the decline is a change in the data collection methodology that was implemented regarding how education program completions are determined. The methodology for program completions is now aligned with how DOC identifies inmates for placement into education programs, which was not previously the case. The completion of an education program is now equated to movement through the following six education program categories: English as a Second Language (ESL); Beginning Adult Basic Education (AABE); ESL Focused ABE; Advanced ABE; GED; and
Basic Skills Upgrade. The previous methodology relied on an inmate's movement between levels of the Federal Education Functional Level system, which is a different measurement than is used to place inmates into our programs. Under the Federal Education Level System, there are six levels just within the ESL program, four levels within the ABE program, and two levels within the GED program. This many levels caused confusion and did not accurately capture when an inmate truly completed an education program.

4. HOW WE COMPARE

The Department is not aware of an industry standard for corrections plans.

5. FACTORS AFFECTING RESULTS

The data compares programs identified on the OCP against inmates completing those programs. Particularly for inmates being referred to cognitive programming, their OCP may not reflect a cognitive need, but the LS/CMI does.

As part of case management, counselors may determine that an inmate's ACRS score needs to be overridden to a higher score based on the LS/CMI. If this occurs, the inmate may appropriately complete

a program on his/her corrections plan, but DOC's automation system does not capture the override and deems the inmate as having a low risk to recidivate.

Additionally, as mentioned in number 3 above, the education program completion data collection methodology was changed and most definitely is accounting for the drop in performance.

6. WHAT NEEDS TO BE DONE

The Department needs to continue to monitor the data collection process to assure that all applicable data is being captured because it is using dual independent systems to capture data.

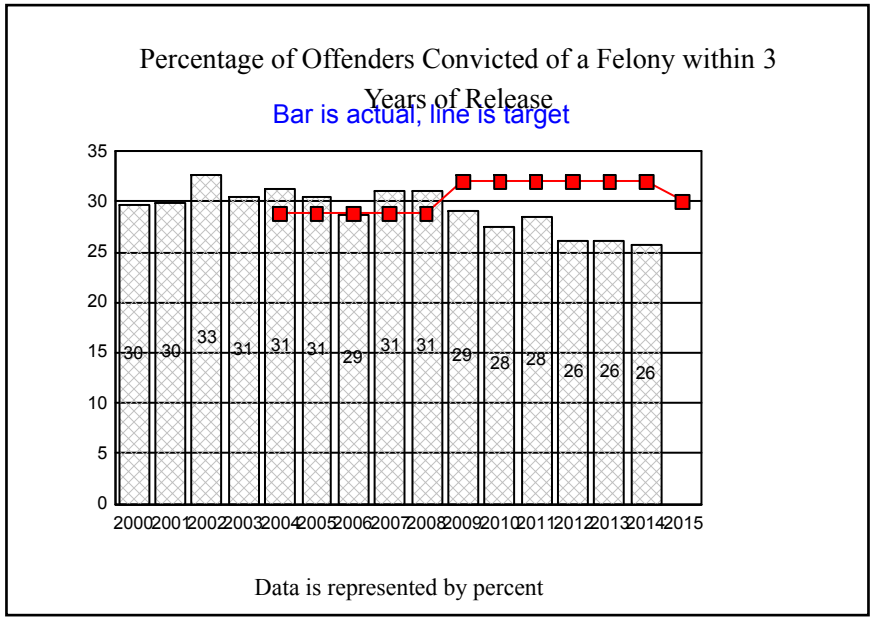
7. ABOUT THE DATA

In previous years, the OCP completion data for this report has been based on the calendar year. Beginning with 2014, this OCP completion data is now being reported by fiscal year.

An OCP is prepared for each inmate entering the Department's system. The Department monitors the status of this measure by reviewing data on inmate engagement and completion of programs, services, and activities listed in OCPs.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.	1997
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Benchmark #64 Adult Recidivism	
Data Source	DOC Research Unit, with Corrections Management Information System and Community Corrections data.	
Owner	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



1. OUR STRATEGY

Improve the delivery of in-prison interventions, increased use of refined assessment tools to identify high-risk offenders needing services; improved practices for post-prison supervision.

2. ABOUT THE TARGETS

This measure tracks the number of offenders who are convicted of a new felony crime within three years of their release from a prison sentence. The lower the rate of recidivism the better.

3. HOW WE ARE DOING

The 2014 fiscal year rate, for releases in fiscal year 2011, is 25.7%.

4. HOW WE COMPARE

There is no common definition for recidivism from state to state or as a national standard; therefore, there is no standard targeted rate. Each state has the ability to define recidivism in the context that makes sense for its public safety system. Historically, recidivism in Oregon has been defined as any new felony conviction within three years of release from prison. During the 2013 legislative session, Oregon expanded its ability to assess success by adding an additional measure for recidivism. House Bill 3194 expanded the definition of recidivism to include any arrest, conviction, or incarceration within three years of release from prison. While DOC will be monitoring this new measure very closely and reporting the data to the legislature, the agency will continue to evaluate this KPM using the traditional definition of recidivism, which is any new felony conviction within three years of release from prison.

5. FACTORS AFFECTING RESULTS

The Department continues to put considerable effort into assessing and developing a comprehensive corrections plan that will address identified risks and needs. This includes use of the Level of Service/Case Management Inventory, a comprehensive measure of risk and need factors, as well as a fully functional case management tool. Ongoing system improvements have been made to better target in-prison interventions and to conduct more careful and coordinated release planning. In addition, community corrections agencies, statewide, are working collaboratively with the Department to increase the effective and efficient transition of inmates from prison to community supervision. The efforts are supportive of the combined commitment to implement and enhance evidence-based practices throughout Oregon's criminal justice system. Combined, these efforts should bolster the success of an inmate's positive re-entry into society.

6. WHAT NEEDS TO BE DONE

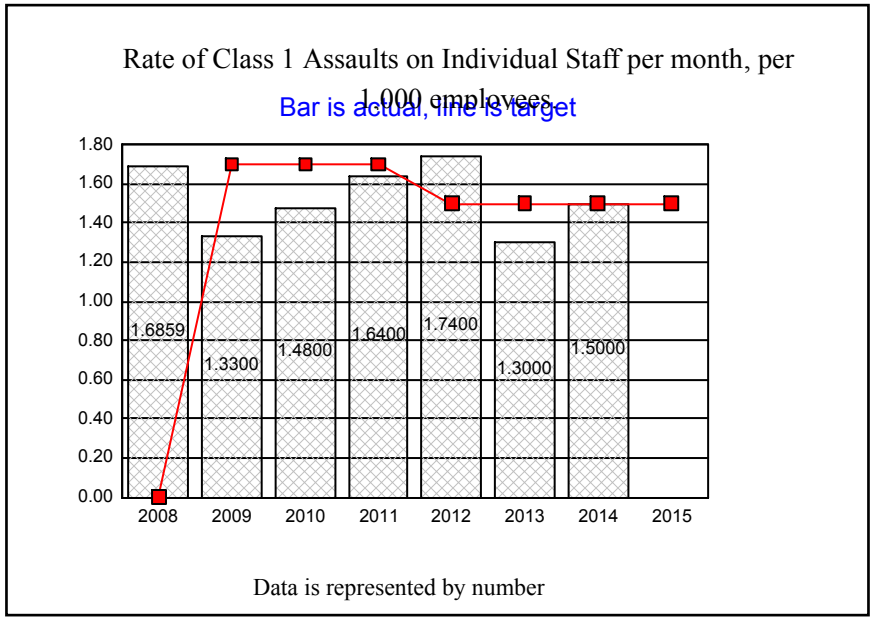
The performance measure will continue to be tracked to determine if improvements in prison programs, transition planning, and post-prison supervision have a measurable effect on recidivism. Specific program effects will need to be measured.

7. ABOUT THE DATA

Data for this performance measure is by Oregon fiscal year. Being free of new felony convictions following prison is one measure of how well ex-inmates have been successful in becoming responsible community members. It is also a measure of how well the prison system has done in providing new skills and knowledge to inmates and in planning and coordinating their continued supervision in the community.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).	2007
Goal	To be a safe, civil and productive organization.	
Oregon Context	Agency mission	
Data Source	ODOC Offender Management System (OMS) and Corrections Information System (DOC400).	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Minimize the frequency of staff assaults from inmates by utilizing strong security protocols, practices, and training. Review each event that does occur and extract "lessons learned". The Oregon Accountability creates an institutional environment that encourages open communication combined with a positive approach to inmate management while discouraging assaults on staff

2. ABOUT THE TARGETS

Method of measurement focuses on the number of assaults on staff as it relates to employees (per 1,000 employees). This allows the agency to focus on staff impacted by assaults.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2014 reporting period, although there was an increase in the number of staff assaults. Last reporting period there were 69 assaults committed by 55 unduplicated inmates. During this reporting period, DOC had 82 assaults committed by 63 unduplicated inmates.

The definition of assault for inclusion in this measure is: The inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. This includes all incidents of assault referred to the Oregon State Police for investigation.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Each assault is reviewed to ascertain its cause or motivation and identify if staff training issues need to be addressed. Protective measures are initiated as needed; these could be for staff or facility changes. Security equipment and the use of force continuum need to be well understood by institution leadership.

6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Assaults that do occur will continue to be analyzed for cause. Ensure staff is appropriately trained to manage assaultive inmates. Inmates with violent histories toward staff will have that issue addressed as part of their "Oregon Corrections Plan", which will be adjusted as necessary to ensure the safety and security of other inmates and staff.

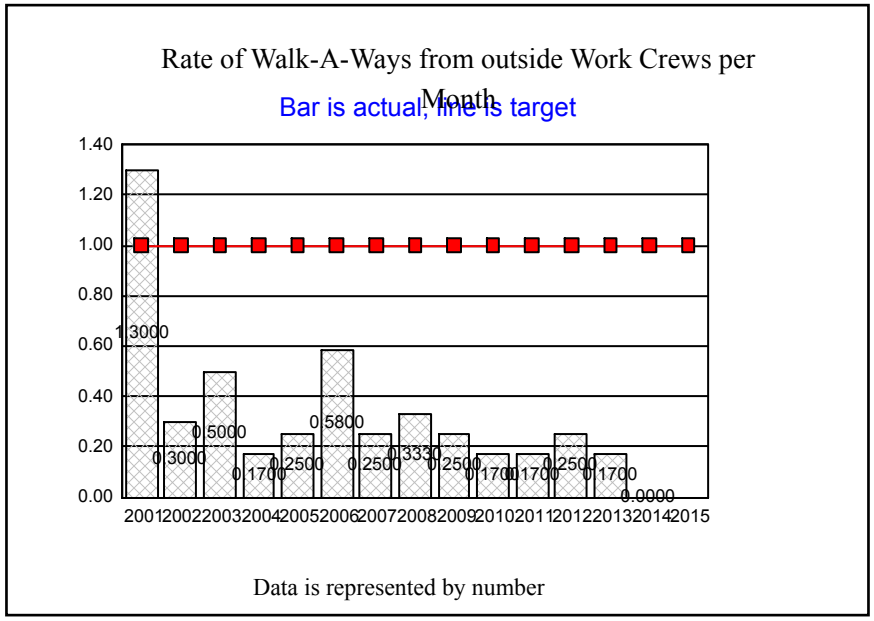
7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution is responsible for monitoring and tracking staff assaults. Staff assaults are tracked utilizing Unusual Incident Reports and recorded in the DOC Offender Management System. Also, all staff assault misconduct sanctions are reviewed individually for inclusion in this measure.Definition for inclusion in this measure: *The*

inmate intentionally or knowingly causes bodily fluids to come into contact with a staff member, or intentionally or knowingly causes physical injury to the staff member. Includes all incidents of assault referred to the State Police for investigation.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #5	The rate of inmate walk-a-ways from outside work crews per month.	1997
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System & Institution Monthly Reports.	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue current practices with a strong emphasis on appropriate staff training and evaluation of inmates eligibility for outside work activities. Continue to look for technology that allows for the cost-effective supervision of inmates on work crews.

2. ABOUT THE TARGETS

This performance measure indicates if the Departments criteria for placement of select inmates on work crews are appropriate and/or the manner and level of supervision is adequate. It also validates the training work crew supervisors are receiving is appropriate and supportive of this measure.

3. HOW WE ARE DOING

On average, the Department has approximately 210 inmates out on work crews daily. The data suggests the Department is performing well with respect to management of the minimum-custody inmate work crews. The Department is well below the target of one walkaway per month. The Department utilizes an automated system to assist in the identification of inmates who are appropriate for outside work crew assignments.

4. HOW WE COMPARE

The Department is not aware of an industry standard. DOC had no walkaways from outside work crews in fiscal year 2014. DOC continues to refine work crew screening and supervision in order to remain under its target for this measure.

5. FACTORS AFFECTING RESULTS

Screening and classification reviews continue to be done to ensure that only appropriate offenders are housed at minimum custody facilities and are assigned to outside work crews. Specific training is also provided for work crew supervisors.

6. WHAT NEEDS TO BE DONE

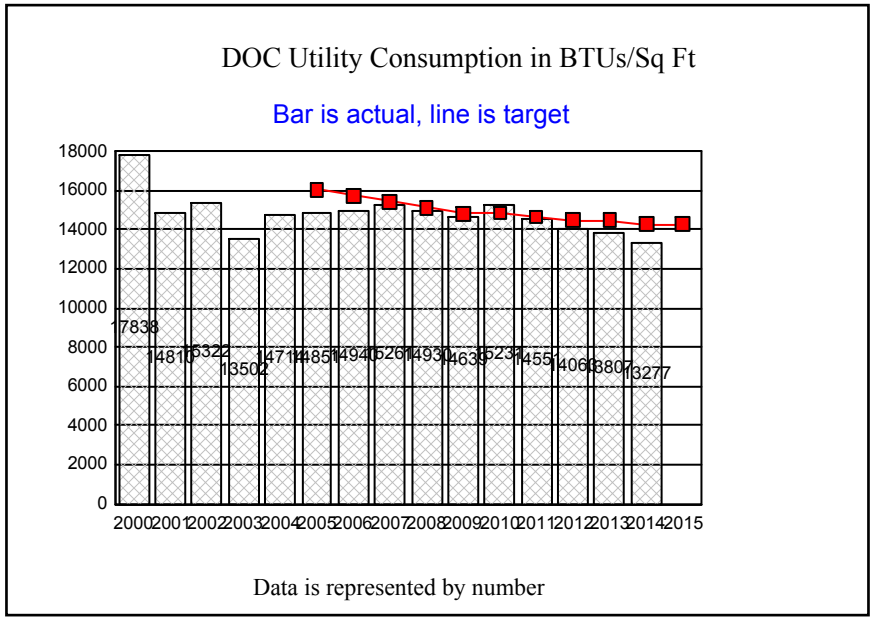
Continue current activities. Focus on automation to better screen and evaluate those inmates eligible for outside work crews. Continue to explore technology solutions that might enhance supervision.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. This information is reported by individual institutions utilizing Unusual Incident Reports that are recorded in the DOC Offender Management System.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #6	Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.	2000
Goal	Operational Efficiency	
Oregon Context	Agency Mission	
Data Source	DOC Facilities Services compilation of utility consumption data	
Owner	General Services Division, Resource Conservation	



1. OUR STRATEGY

Reduce consumption of electricity and natural gas through conservation and energy efficient improvements at existing institutions.

2. ABOUT THE TARGETS

The 20% reduction target is established in statute and the data supports that this is an attainable goal for the future.

3. HOW WE ARE DOING

The Department has met required 20% reduction goal.

4. HOW WE COMPARE

Based on the data reported, DOC has met and exceeded its 2015 target for reducing consumption to 14,270 BTUs per square foot per month. The Department will continue to monitor consumption and strive for further reductions.

5. FACTORS AFFECTING RESULTS

Any additional major reductions mandated beyond the currently established target will require a systems retrofit with energy-efficient equipment.

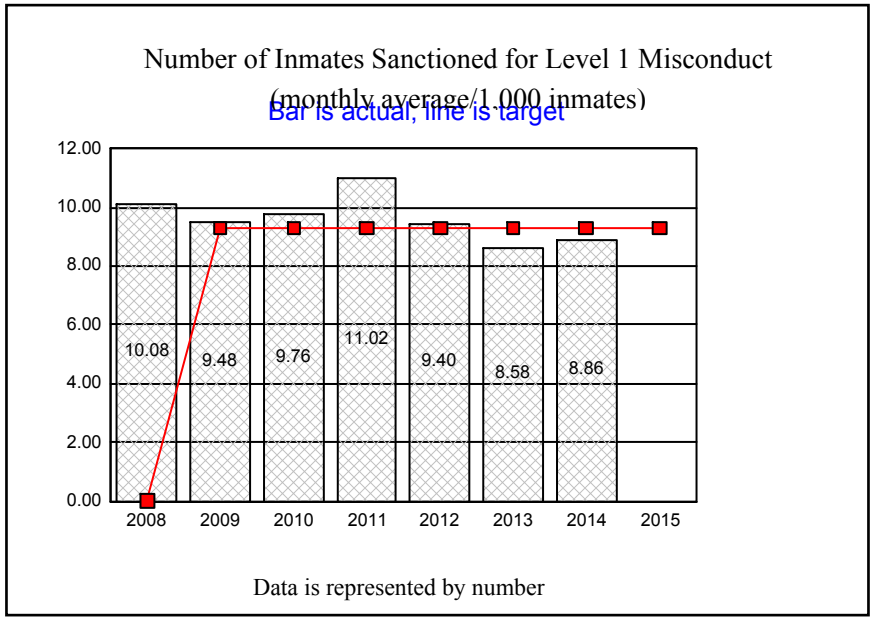
6. WHAT NEEDS TO BE DONE

Continue to monitor consumption to ensure the trend does not change.

7. ABOUT THE DATA

The reporting cycle for consumption information is the Oregon Fiscal Year and reflects consumption that will be reported to Oregon Office of Energy in the State Agency Energy Use Database.

KPM #7	Number of inmates sanctioned for Level 1 misconducts–(monthly average/1,000 inmates).	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Utilize strong security practices and opportunities for dynamic security to run safe and secure correctional facilities. Review trends regarding the number of inmates sanctioned for Level 1 misconducts to determine reasons for the trend. Enforce a strong emphasis on the implementation of the Oregon Accountability

Model and a positive approach to inmate management. Identify those inmates who are chronic behavior and assault problems and develop Oregon Correction Plans to address that behavior and prevent these inmates from impacting daily operations.

2. ABOUT THE TARGETS

This measurement allows the agency to measure the inmates sanctioned for Level I misconducts, rather than simply on the total sanctions occurring. This information helps the Department identify behavior types and inmates with violent histories toward staff and chronic misconducts. The target is 9.3 per 1,000 inmates.

3. HOW WE ARE DOING

DOC is meeting this KPM for the 2014 reporting period, although there is a slight increase in Level 1 sanctions. A contributing factor to the rise in level 1 sanctions is the steady increase in the inmate population during this reporting period. The average monthly population increased by 327 compared to 2013.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

The rising inmate population within existing capacity and the increasing proportion of young and gang-related inmates presents an on-going challenge. As our population has grown, so have the number of inmates sanctioned for Level I Misconducts. The Department is working on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts. Operations Division and the Special Investigations Unit have worked closely to identify the casual factors for inmate extortion. Operations Division and the Office of Population Management have collaborated to automate Unusual Incident reports to better flag data that is linked to Level 1 misconducts. The PRAS Rule is being evaluated to better leverage behaviors that will result in the reduction of Level 1 misconducts.

A factor in reduction of level 1 misconducts may be attributed to institutions implementing several new "non-cash" incentives (food events, special movie events, family events, etc.)

The Department revised its Rule on Prohibited Conduct (Inmate) in 2011. This included a removal of a sanction that was added in 2009 which caused an increase in the overall level 1 sanctions. It appears that this revision has brought level 1 sanctions into a more normal range. The Department will continue to monitor the outcome of this change.

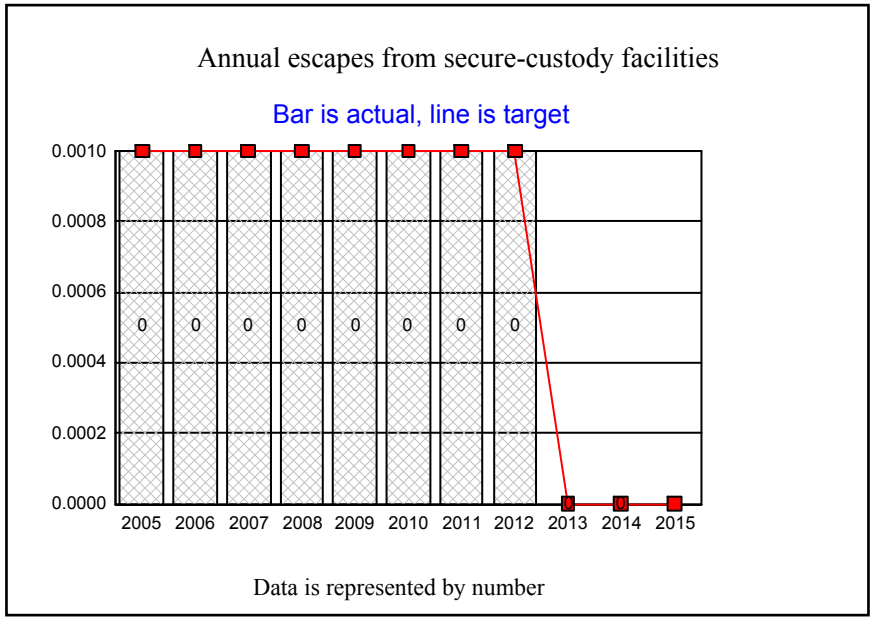
6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Level 1 Misconduct Sanctions that do occur will continue to be analyzed for cause. The Department will ensure staff is appropriately trained to manage inmate conduct. The Department will encourage the creation of open communications and enhanced opportunities for inmates to improve their quality of life. Incentives are in place to encourage positive behavior, with new incentives being developed on an on-going basis. Inmates with violent histories toward staff and chronic misconducts will be addressed as part of their Corrections Plan and through Security Threat Management.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. This information is collected within the institutions and reported to and compiled by the DOC Research Unit.

KPM #8	The number of escapes per year from secure-custody facilities (armed perimeter).	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments commitment to public safety by ensuring that all inmates serve their full sentences. The Department continues to meet the target for this group of facilities.

3. HOW WE ARE DOING

The Department realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. The performance measure gives an indication of how well institutions are functioning. It also is an indicator of the effectiveness of the Oregon Accountability Model. The model, in part, requires staff to hold offenders accountable by providing both positive and negative consequences to inmate behavior and guiding offenders toward pro-social behavior. A further component of the OAM is Correctional Case Management. Through this component the Department targets resources to those adults in custody who are most likely to recidivate by including all employees in a multi-disciplinary case management approach.

4. HOW WE COMPARE

The Department is not aware of any industry standard.

5. FACTORS AFFECTING RESULTS

Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed; these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. The Oregon State Police, county and local police agencies and the Departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause. The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

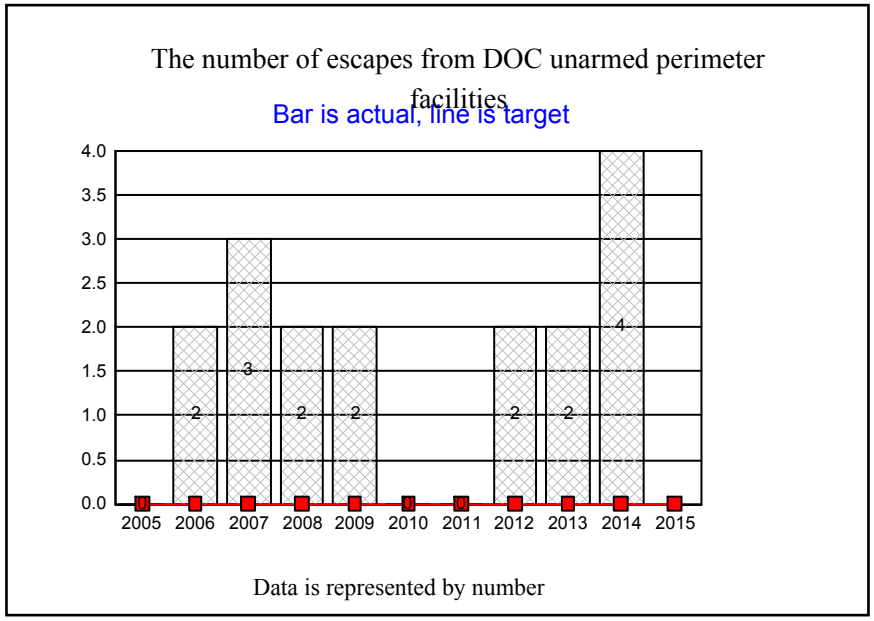
7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution documents incidents via Unusual Incident Reports, which are recorded utilizing the Offender Management System. The

information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #9	The number of escapes from DOC unarmed perimeter facilities.	2005
Goal	Safe, Civil, Productive and Effective Organization	
Oregon Context	Agency mission	
Data Source	DOC Offender Management System (OMS)	
Owner	Operations Division, Michael Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Continue to utilize current security practices to prevent escapes from Department correctional institutions; investigate any incidents that do occur and initiate corrective actions as needed.

2. ABOUT THE TARGETS

A target of zero escapes reflects the Departments' commitment to public safety by ensuring that all inmates serve their full sentences. This measure indicates if the Departments criteria for placement of select inmates at minimum custody facilities and/or the manner and level of supervision and physical security are adequate.

3. HOW WE ARE DOING

This performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The Department has approximately 3,545 minimum-custody beds. The department continues to refine our classification tool to ensure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

4. HOW WE COMPARE

The Department is not aware of an industry standard.

5. FACTORS AFFECTING RESULTS

Attempts to escape from department facilities are infrequent. Each escape is reviewed to identify the causal factors and determine if architectural or equipment failure were involved or if staff training needs to be addressed. Protective measures are initiated as needed; these could be for staff, equipment, or facility changes. Annual Security Audits are conducted to test and review security practices to guard against breaches in security. A review is conducted for any incident. The results of the review and any security recommendations are made to the Superintendent of the institution. The Oregon State Police, county and local police agencies and the departments Fugitive Apprehension Unit work together quickly to apprehend escapees.

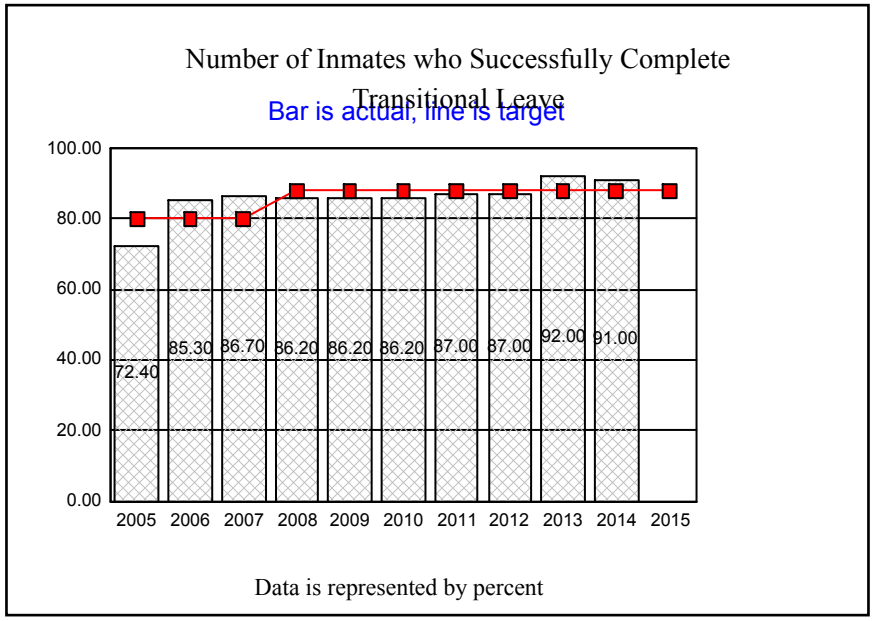
6. WHAT NEEDS TO BE DONE

The Department will continue with implementation of the Oregon Accountability Model and the positive approach to inmate management. Escapes that do occur will continue to be analyzed for cause and measures taken to enhance security (training, structural, etc.). The Department will continue to review its classification system to ensure we have inmates housed at the appropriate custody level. Those inmates with a history of escape will have their Oregon Corrections Plan modified to ensure that they are housed appropriately.

7. ABOUT THE DATA

This information is being reported for Fiscal Year 2014. Each institution documents incidents via Unusual Incident Reports, which are recorded utilizing the Offender Management System. The information is reported to the Department's Research Office by the Department's Fugitive Apprehension Unit.

KPM #10	Percent of inmates who successfully complete transitional leave.	2005
Goal	Successful Reintegration of Inmates into the Community	
Oregon Context	Agency mission	
Data Source	DOC Corrections Management Information System	
Owner	Community Corrections Division, Jeremiah Stromberg, Assistant Director, 503-945-8876	



1. OUR STRATEGY

DOC's strategy is to increase the completion rate by focusing on the population that refrains from conduct issues, as well as completes any and all required programming while incarcerated. This work is begun early in the incarceration cycle which aids in their success while on leave in the community.

2. ABOUT THE TARGETS

The Oregon Department of Corrections offers alcohol and drug treatment as well as cognitive Alternative Incarceration Programs (AIP) to inmates who have been sentenced by a judge as eligible for AIP, and who apply to participate and meet other statutory and Department policy requirements to participate. The programs are based on intensive interventions targeted at criminogenic risks, rigorous personal responsibility and accountability, physical labor, and service to the community. Additionally, AIP consists of an institutional phase for a minimum of 180 days, followed by a period of non-prison leave of up to 90 days, for a total minimum program length of 270 days. During the institutional phase, these programs provide 14 to 16 hours of highly structured and regimented routine every day for a minimum of 180 days.

The Department also offers Short Term Transitional Leave (STTL) of up to 90 days to inmates that are not enrolled in an Alternative Incarceration Program. As with AIP/Non-Prison Leave, the inmate must meet the statutory and Department policy requirements to be approved for Short-term Transitional Leave.

Regardless of whether it is Non-Prison Leave or Short Term Transitional Leave, inmates are closely monitored for compliance with their transition plans while in the community. The higher the percentage of successful completions, the greater the success.

3. HOW WE ARE DOING

The Department has seen a significant increase in the number of releases to Short Term Transitional Leave in the 2014 fiscal year which directly impacts the completion rate. DOC continues to refine and streamline its internal processes to ensure it is targeting those most appropriate for transitional leave. In addition, DOC also continues its focus to develop a solid transition plan that will increase the successful reintegration of inmates into the community. The completion rate for this 2014 report dipped one percentage point from the 2013 report; however, it is above the target of 88%.

4. HOW WE COMPARE

The Department is not aware of other states that have leave programs, nor any comparable data.

5. FACTORS AFFECTING RESULTS

The Department considers an inmate for participation in an Alternative Incarceration Program (AIP) when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates who successfully complete the institutional phase of the programs spend up to three months on Non-Prison Leave in their home communities; therefore, AIP participants are held to a higher standard of

behavior on transitional leave.

The leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and Non-Prison Leave phases of an AIP receive a sentence reduction. Conversely, inmates who fail the institution phase of an AIP will not receive a sentence reduction, and those who fail the Non-Prison Leave portion of an AIP are returned to the physical custody of the Department to serve out the remainder of their sentences. They also forfeit the opportunity to participate in further AIP during the current custody cycle.

Similar to AIP and Non-Prison Leave, the Department considers an inmate for Short Term Transitional Leave when it is determined to be consistent with the safety of the community, the welfare of the applicant, the program objectives, and the rules of the Department. Inmates are expected to meet rigorous behavior and programming requirements in order to receive Short Term Transitional Leave; those who fail while on leave are returned to the physical custody of the Department to serve out the remainder of their sentences.

6. WHAT NEEDS TO BE DONE

Continue current efforts to identify those most appropriate to participate in the AIP/Non-Prison or Short Term Transitional Leave program, as well as develop a comprehensive transition plan that will increase the likelihood of an inmate's success while on leave.

7. ABOUT THE DATA

The reporting cycle for this data is by Oregon fiscal year.

KPM #11	Percent of customers rating their satisfaction with the agency customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2005
Goal	Customer Service	
Oregon Context	Agency Mission	
Data Source	DOC Research Unit survey responses	
Owner	Research Manager Elizabeth Craig, 503-945-0930	

1. OUR STRATEGY

Historically, the Customer Service KPM has focused on community corrections agencies as the customer of DOC's service (community corrections agencies depend on the department to provide information about offenders leaving prison and to coordinate release planning between the institution and the community). The customer service survey has rated the DOC as to timeliness, accuracy of information, helpfulness, expertise, availability of information and overall service. As mentioned during DOC's 2013 budget presentation to the Joint Ways and Means Public Safety Subcommittee, DOC's philosophy is that community corrections agencies are its partners, rather than its customers, and that following the department's organizational review, DOC may look to request an alternative customer. The agency is now at this point.

2. ABOUT THE TARGETS

Baseline data was established in 2007. Based on the initial responses, the target for all categories has been set at 90%. The higher the percentage, the more satisfied our customers in community corrections are.

3. HOW WE ARE DOING

Because DOC has been re-evaluating the "customer" for this KPM, it did not complete the customer service survey of Parole and Probation Officers for this reporting period. The agency will request a change to this KPM in early 2015. Based on the approved data collection methodology for the new customer, there may be a lapse of several years before reliable data is available.

4. HOW WE COMPARE

Comparison data from other state agencies has not been made available.

5. FACTORS AFFECTING RESULTS

DOC randomly sampled inmates released during a six month period in 2012. These randomly selected inmates were matched to community corrections parole officers (POs) assigned to each transition case 30 days after release. Parole officers were surveyed about a particular inmates transition. This assures that the information collected is based on current practices and experiences, rather than opinions from past experiences. The response rate was 82%, which is very high for surveys of this kind. A high response rate allows us to trust the data as an accurate reflection of customer opinions, both positive and negative.

6. WHAT NEEDS TO BE DONE

A transition process that improves the success of inmates when they leave prison is a priority for the Department. Details from the survey will be reviewed to determine where customer service improvements can be made immediately. Other areas may require longer term planning. A project management approach will be used to make progress on more complex initiatives.

7. ABOUT THE DATA

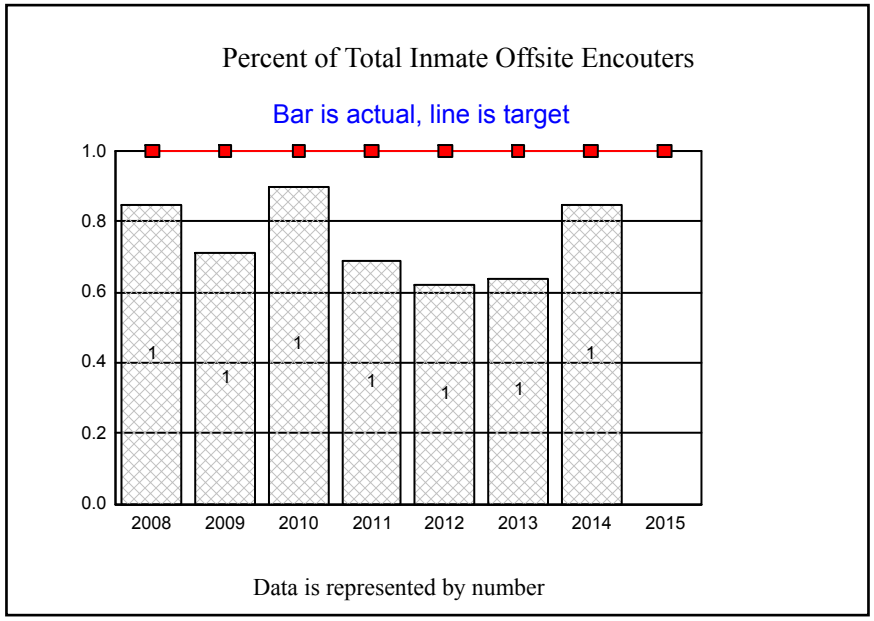
Survey name: Statewide Customer Service Performance Measure Survey.
Surveyor: Oregon Department of Corrections, Transitional Services Division, and DOC Research and Evaluation.
Population: Community corrections staff working with inmates releasing from DOC prisons between March and July, 2012.

Sampling frame: Community corrections staff working with inmates released from DOC (Oregon) prisons between March and July, 2012.

Sampling procedure: Random sample of inmates matched to community corrections parole officers assigned to transition case 30 days after inmates release.

Sample characteristics: Surveys sent to PO's throughout Oregon; in 2010, 82% of the surveys were completed and returned. This survey is conducted biennially in the even numbered years.

KPM #12	Percent of total inmate care encounters that occur offsite.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	Agency mission	
Data Source	DOC Health Service's Management Reporting	
Owner	Operations Division, Mike Gower, Assistant Director 503-945-7144	



1. OUR STRATEGY

Health Services continues to add new onsite specialty providers to reduce offsite trips and the associated transport and security costs. Liver biopsies are now being performed onsite in certain locations. Careful case management of hospital trips works to reduce re-admissions to the hospital. Health Services has

purchased telemedicine equipment in anticipation of remote services for some medical treatments. DOC anticipates it will reduce the amount of future offsite visits.

2. ABOUT THE TARGETS

Fewer offsite trips not only helps to control health care costs but also reduces the community risk and saves transport and security costs.

3. HOW WE ARE DOING

We continue to meet our goal with a slight improvement over last year.

4. HOW WE COMPARE

We continue to use the same data sources as in previous years.

5. FACTORS AFFECTING RESULTS

Inmates are entitled to community standard of care. The definition for what constitutes community standard changes as court decisions, advances in technology and new treatments are adopted. We encourage open access to inmates to address their health concerns in order to prevent more costly intervention later.

6. WHAT NEEDS TO BE DONE

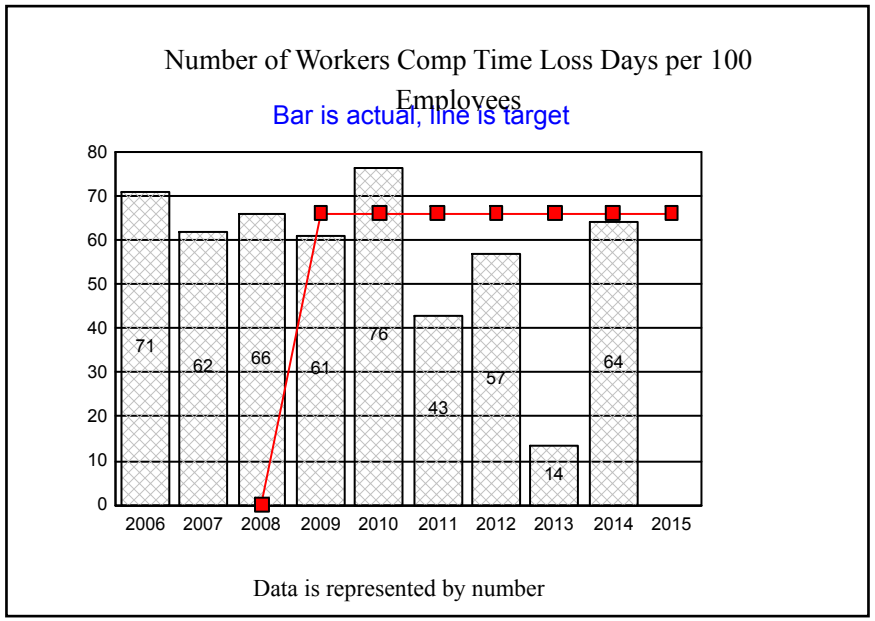
Continue to bring specialty care onsite.

7. ABOUT THE DATA

The data for on-site visits is collected within the Department and reported manually each month. The data for offsite encounters is collected from the AS400 Corrections software. Med Trips are used.

CORRECTIONS, DEPARTMENT of	II. KEY MEASURE ANALYSIS

KPM #13	Number of workers compensation time loss days per 100 employees on a fiscal year basis.	2007
Goal	To be a safe, civil and productive organization	
Oregon Context	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.	
Data Source	DOC Safety and Risk Manager's monthly worker's compensation reports from SAIF.	
Owner	Human Resource Division Assistant Director, Christine Popoff, 503-945-5278	



1. OUR STRATEGY

State of transition continues with absence of safety managers. However, DOC has partnered well with SAIF to continue monitoring and tracking time loss information and claims. Some claims responsibilities have been shifted to DOC Human Resource Managers who work closely with SAIF

2. ABOUT THE TARGETS

Starting January 1, 2014, the Human Resources Division created a new database to accurately track time loss days.

3. HOW WE ARE DOING

The Human Resources Division hired two Human Resource Analysts to emphasize bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days.

4. HOW WE COMPARE

The Department has not been able to identify any comparables. The corrections industry is unique in that it does not produce a product; rather, it is responsible for incarceration of people for crimes that have been committed. This adds a new dynamic to work place injury data.

5. FACTORS AFFECTING RESULTS

Due to the elimination of the DOC Safety Administrator and Safety Managers (per Emergency Board cuts to management positions in 2012), DOC is in a state of transition regarding the management of injury claims. The Human Resources Division will continue to work with executive management to make them more aware of workers compensation costs. HR is working on being more selective in the hiring process, which has resulted in a focus on physical fitness for staff through training and safety awareness. Starting January 1, 2014, the HR Division created a new database to accurately track time loss days. The Division also hired two Human Resource Analysts whose emphasis is on bringing injured employees back to modified duty/early return to work in order to decrease the number of time loss days.

6. WHAT NEEDS TO BE DONE

ODOC needs to work through this transition period to ensure claims and early return to work is managed appropriately and efficiently. We will continue to work closely with SAIF and OSHA to maintain compliance with safety standards and regulations.

7. ABOUT THE DATA

The new database has the ability to track types of accidents allowing for better information to address safety issues. DOC will continue efforts to mitigate worker's compensation through early return to work.

CORRECTIONS, DEPARTMENT of	III. USING PERFORMANCE DATA

Agency 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.

Contact: Jennifer Black	**Contact Phone:** 503 569 3318
Alternate:	**Alternate Phone:**

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	*** Staff :** On-going evaluation of both internal and external measures to provide appropriate management information. *** Elected Officials:** Reviewed by Governors Office and the Legislature to ensure applicability of measures and performance reporting. *** Stakeholders:** None *** Citizens:** None
2 MANAGING FOR RESULTS	The data is collected and reviewed as a tool to see if the Department is accomplishing its mission and goals. The data can also indicate positive or negative change and where corrective or alternative actions may need to be taken. For example, if the walk-away rate increases, perhaps a security process or procedure should be changed. Periodic reviews of actual performance enable management staff to focus attention and resources on areas where needed, or consider other more appropriate measures.
3 STAFF TRAINING	Formal training on use of performance measures has been limited. Generally, staff at the executive level have received training and passed that knowledge along to the rest of the team. However, top management has indicated the need to enhance the focus on performance measures and related training efforts.
4 COMMUNICATING RESULTS	*** Staff :** Available on the agency website and communicated regularly through division and executive-level discussions. *** Elected Officials:** Annual Performance Report and Agency Management Report oversight. *** Stakeholders:** Agency webpage using the Corrections Management Information System for general interest and management of resources.

	*** Citizens:** Agency webpage for general interest.

01/03/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2010

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/01/2012 Audit Management Letter for Statewide Single Audit of Selected Federal Programs for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objectives of the statewide single audit were to: (1) determine whether the department has complied with laws, regulations, contracts or grants that could have a direct and material effect on the selected federal program, and (2) determine whether the department has effective internal controls over compliance with the laws, regulations, contracts and grants applicable to the selected federal program.

Recommendation
None

Response
No response required.

12/12/2011 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2011

Purpose
This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

02/10/2012 Agencies Ensured Contracts with Former State Employees Were Properly Awarded

Purpose
In response to a 2011 highly-publicized instance of questionable contracting practices, at the request of the Department of Administrative services, we began an audit of personal services contracts awarded to former state employees. We reviewed personal services contracts with former state employees at 10 agencies, as well as personal services contracting practices at a board and a commission.

Recommendation
No statewide recommendations and no recommendations specific to the Department of Corrections.

Response
No response required.

07/24/2012 Department of Corrections: Managing Security Personnel Costs

Purpose

The objective of our audit was to determine if the department could reduce personnel costs through better administrative practices.

Recommendation

We recommend that the department:

1. Ensure that the calculation and management of the post factor employ sound practices and the best, most reliable data available, such as:
    - Using actual employee payroll hours;
    - Assessing staff availability by institution and classification; and
    - Monitoring the post factor of individual institutions as well as the overall department post factor.
2. Revise current data collection methods for identifying overtime causes to allow more meaningful analysis. Specific examples include obtaining more information on unplanned workload, such as hospital watches, and using broad categories such as changes in workload, planned absences, unplanned absences, and vacant position as contributing factors to the need for overtime.

Response

Recommendation #1:

The department generally agrees. We are in the process of changing operational policies and practices with institution staff deployment offices, which will enable us to provide a more accurate reflection of individual staff assignments and overtime assignments. This will provide a more consistent application of DOC staff deployment practices and more accurately capture staff payroll hours, leave usage and reasons for overtime. This will also assist in placing staff in assignments based upon correct classification, as well as those staff having proper training credentials for certain post assignments.

The recommendation to monitor the post factor for individual institutions as well as the overall department would be beneficial in the assignment of overtime dollars. Breaking down leave by institution may assist those facilities who have a higher percentage of senior staff. The department would be best served by having a consistent relief factor for five-day and seven-day posts; staffing variances could be addressed with an overtime funding reallocation.

In regards to the methodology used in this report for calculating the relief factor for five-day and seven-day posts, the department would like to further explore how staff vacancies should be captured and calculated into the relief factor. While the use of actual payroll data captures the behavior of current employees, it overlooks the void created by holding positions vacant. A vacancy factor does reduce the availability of staff for post assignment. Vacant posts have to be covered by overtime or by assigning relief staff who would normally provide relief for staff on vacation, training or other types of leave. The position vacancy rate should be part of the relief factor. Taking “time needed to fill a vacancy” into account when developing the post relief factor is recommended in the National Institute of Corrections Net Annual Work Hours Model (Chapter 8, page 40).

The relief factor noted for staff training is also a concern. The department does not dispute the actual staff training of 25 hours for this period of review. However, we would like to recognize that due to severe budget reductions and constraints over the last two biennia, the department has consciously restricted training hours below the number of hours necessary to maintain a workforce that is well versed and prepared to respond to issues and challenges inherent in running correctional institutions. A long-term approach to staff training would include funding for 40 hours of annual in-service training for all veteran staff, a six-week training program for all new correctional officers, and hours for instructors. Finally, a comprehensive plan should include hours for specialty skills to provide for properly trained staff in the areas of Tactical Emergency Response Teams, Crisis Negotiators, Emergency Staff Services, and Honor Guard functions.

The relief factor calculation in this report included actual vacation hours rather than accrued vacation hours. DOC employees can bid all of the vacation hours to which they are entitled. If DOC management denies the requested vacation, the agency must pay the denied time out to employees. Therefore, DOC has a financial liability for all accrued vacation hours, whether taken as time off or paid out, which is why we respectfully disagree with the Secretary of State’s statement that we inappropriately requested policy option packages for post relief factor.

Recommendation #2:

The department agrees. As noted in the above recommendation, the recent change in the staff deployment policy and operational practices will provide a more consistent application and accurate reflection of staffing needs for individual institutions. Having staff deployment coordinators assign the majority of relief staff to vacant positions, reducing the

workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

12/01/2012 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2012

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

8/6/2013 Department of Corrections: Treatment of the Highest-risk Offenders Can Avoid Costs

Purpose
Our audit objective was to determine whether the estimated benefits of providing substance abuse treatment to the highest-risk released offenders exceed the costs. We focused on the estimated benefits and costs associated with offenders released from 2008 through 2011.

Recommendation
We recommend the Department of Corrections management:

1. Work with county community corrections agencies and the Legislature to coordinate funding and track resources to provide substance abuse treatment for the highest-risk offenders wherever possible.

2. Explore utilizing expanded Medicaid funding for substance abuse treatment for released offenders and consider integrating Medicaid eligibility review into release planning.

Response

Recommendation #1:

The department agrees. The department will provide the legislature with information about how counties use community corrections grant-in-aid dollars. While the department does not direct or authorize how counties supervise offenders or appropriate dollars to specific programs, the department does provide research, data, and technical assistance to the counties on effective ways to assess offenders and balance resources between supervision, sanctions, and services.

Recommendation #2:

The department generally agrees. For the majority of offenders in the community corrections system, counties determine eligibility for Medicaid and all other federal and state funding-match programs. However, in Linn and Douglas counties, the Oregon Department of Corrections directly supervises offenders and strives to enroll offenders in Medicaid whenever possible.

The department also agrees that Medicaid eligibility determinations need to be incorporated into release planning, and we are working with the Oregon Health Authority to explore a two-phase implementation process.

Additionally, the department is hiring a re-entry benefits coordinator who will focus on developing processes to pre-qualify inmates nearing release for Medicaid, Medicare, veterans' benefits, social security, and other such benefits for which they may qualify. This position will also serve to ensure releasing inmates are effectively linked to these and other supportive services.

12/31/2013 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2013

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

JOINT LEGISLATIVE AUDIT COMMITTEE

None

Affirmative Action Plan

A. Department Affirmative Action Policy

Each year all managers are required to review DOC's Equal Employment Opportunity/Affirmative Action policy. A memo from the Department director is also sent out to all managers and posted on employee bulletin boards annually affirming the agency's commitment to EEO and Affirmative Action (AA) as well as the Department's commitment towards a work environment free from hostility, harassment or any type of discrimination.

DEPARTMENT OF CORRECTIONS
Human Resources Division
DOC Policy 20.4.1: Equal Employment Opportunity and Affirmative Action
Effective: 02/24/12
Applicability: Applicants and State Employees
Directives Cross-Reference: State Administrative Policy 105-40-001

I. PURPOSE

The department is committed to achieving a workforce that represents the diversity of Oregon and being a leader in providing fair and equal employment opportunity for all interested applicants and its employees.

II. POLICY

a. Supervisors shall insure:
   i. Equal employment opportunities are afforded to all applicants and employees by making employment related decisions that are non-discriminatory.
   ii. Employment practices are consistent with the state's Affirmative Action Plan and state and federal laws to:

1. Promote good faith efforts to achieve established department affirmative action goals, which include persons with disabilities;
2. Take proactive steps to develop diverse applicant pools for position vacancies and assess the diversity of an applicant pool prior to closing a job announcement; and
3. Make a good faith effort to have diverse representation on screening and interviewing panels to include representation of employees outside the work unit doing the hiring.

b. Persons who believe they have been subjected to discrimination by the department in violation of this policy may file a complaint with the department's Human Resources Division within 30 calendar days of the alleged act, upon knowledge of the occurrence, or when the person should have known.

III. POLICY CLARIFICATION

a. Employment related decisions include, but are not limited to: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits, and performance evaluations.
b. Diverse applicant pools are developed by using proactive steps in outreach strategies which generally include targeted newspapers, professional organizations, employee networks, community organizations, and resume banks.
c. The Department of Administrative services statewide automated affirmative action system establishes goals for each EEO category and ethnic group for the Department of corrections.
d. Nothing in this policy precludes any person from filing a formal grievance/complaint in accordance with a collective bargaining agreement, or with the state's Affirmative Action Office, the Bureau of Labor and Industries, or the Equal Employment Opportunity Commission.

IV. IMPLEMENTATION

This policy shall be adopted immediately without further modification.

B. Agency Diversity and Inclusion Statement

The Department of Corrections, including, all staff and volunteers believes that diversity and inclusion are essential and critical to successfully achieving the Department of Corrections mission. This is a business imperative that is required for the Department of Corrections as we continue to grow and build new institutions in new communities. Corrections staff, and volunteers must reflect all of the different cultures that proudly make up our State

We remain deeply committed to promoting and maintaining an environment that is respectful of all persons despite differences in age, citizenship, disability, ethnicity, gender identity or expression, geographic origin, language, marital status, nationality, race, religion, sexual orientation, or socioeconomic status. Every employee will have an equal opportunity to contribute in significant ways to the effectiveness of the organization. Our employees will be highly regarded for valuing others and promoting the right of every person to reach his or her full potential; that means integrating our values into our daily interactions and behaviors.

C. Training, Education and Development – Education Overview

Due to the current budget limitation training in the Agency has been curtailed to mandatory training. The Department of Corrections Professional Development Unit is developing training alternatives that will still meet the needs of the organization without cost. Through WebEx, computer based training, and mini trainings.

<u>New Employee Orientation (ongoing)</u>

The department offers 40-hours of New Employee Orientation (NEO) program to all employees new to the department along with prior employees who have been away from the department for two years or more and full-time contractors. The NEO program is designed to provide new employees base-line information on the mission, vision, values, concepts, principles, policies and rules of the agency,

focusing on the Oregon Accountability Model. Selected functional units, such as Inmate Workforce Development, Security Threat Group Managers, and Emergency Response Managers provide information pertaining to their responsibilities. Skill-based training such as CPR and First Aid is also included. Newly hired staff are expected to successfully complete the NEO program within their trial service period. Additionally, custody series staff are expected to complete the DOC NEO before attending the Department of Public Safety Standards and Training (DPSST) Basic Corrections Academy.

Annual In-Service (limited to 8 hours)
Each annual 40-hour training program is designed to meet the training requirements for both custody and non-custody employees and contractors. The programs design is based on employee surveys, focus group results, outside regulatory agency requirements, and training need assessments, and the program's design and presentation is intended to further the department's mission and goals while strengthening teamwork and communication among and between staff and functional units.

Preparation for Supervision (suspended)
This 32-hour National Institute of Corrections course effectively serves as an introduction to supervisory concepts and is designed for those staff who might be seen as or who want to be considered for the next generation of department management.

Management In-Service (suspended)
Each year a variety of subjects are delivered which are specific to the needs and duties of department management employees. This 16-hour intensively interactive course provides participants with a standard set of knowledge and skills focusing on leadership and decision-making, communication, management of security, legal issues, ethics, and personnel procedures.

Contractor Orientation (ongoing)
This one-day program, specifically designed for the part-time contractor (less than 20 hours per week), provides the information needed for them to work within the department in a manner that is both safe and constructive for the worker, the inmates, and other staff with whom they will have contact. The program includes presentations on work-place safety, professional conduct, working with inmates, including special-need inmates, and institution security practices and protocols.

Director's Academy (suspended)
The Director's Academy is a one-week long training for management service employees. The agency Executive Management Team, including the director, deputy director, and assistant directors, are the presenters of these leadership classes.
Development and Leadership Work Plan (LWP)

At the start of each new performance evaluation cycle, all ODOC managers/supervisors meet with their subordinate staff for a performance evaluation and review of the past year, and develop new goals and objectives for the coming year. The LWP can be integrated into that cycle or can be customized for each staff member at a mutually agreed upon time during the year.

The purpose of this work plan is two-fold:

- To further career growth. ODOC is committed to helping each employee reach his/her full potential. Exploring and discussing career aspirations and goals with subordinates is part of a supervisor's job, but should also come at the behest of any member of the DOC staff interested in career development.
- For succession planning purposes. ODOC is committed to preparing staff for future appointments to key positions in the department by offering appropriate training and development activities. If the employee is in a career path, or interested in future appointment to one of the departments key positions, he/she should be advised about the type of knowledge, skills, abilities and leadership qualities management will be looking for in the candidate field. The training and activities should relate to helping the candidate master those requirements in an effort to become as competitive as possible for those future leadership opportunities.

A set of leadership qualities each candidate should possess in order to be successful for key positions follows. Not every target group contains key positions, but all are valid career paths.

Volunteers

There are currently about 2,100 active volunteers who come in regularly to provide service to the incarcerated. They come from every race, socio-economic background, religious/spiritual tradition, educational background, marital status, sexual orientation and culture. Men and women are almost equally represented as volunteers. Their common bond is the desire to make a difference.

Each volunteer is required to complete a self-paced training module and four hours of classroom training. The training emphasizes the need to treat everyone with respect and to treat all inmates the same. Religious volunteers are taught that they may not discuss any religious/spiritual tradition but their own. They must refer questions about another tradition to a volunteer from that tradition. Volunteers are made aware that there is a prison culture and how to be effective within that culture.

Quarterly, we publish a Volunteer Newsletter. The purpose of the newsletter is to continue training through targeted articles. The last issue in 2007 featured an article written by the wife of a Hispanic inmate in which she talked about the effects of incarceration on her and her children. The 1st Quarter 2008 newsletters dealt with mental illness in our inmate population. The third quarter newsletter presents the issue of children of incarcerated parents.

It is the goal of the volunteer program to recruit volunteers who best meet the needs of the incarcerated without respect to race, gender, culture, sexual orientation or religious/spiritual background. It is also our goal to promote understanding and tolerance.

D. Programs

Recruitment Programs

Interview Panels Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements

In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online

The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs

The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days

Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School-to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Slide Show

The department has developed a new slide show showing staff working in some of the primary institutions and in the administration. The slide show is an information tool for showing at career days and job fairs.

Policies

The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order

Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities

Job applicants with severe disabilities work with a Job Match Coordinator at the Department of Administrative Services, or a Vocational Counselor to learn of job openings through the H.I.R.E. Program. The H.I.R.E. Program maintains a database of qualified applicants with disabilities and provides it monthly to agencies for their consideration. The department has facilitated numerous referrals from the H.I.R.E. Program. Recruitment staff meets with Vocational Rehabilitation Counselors regularly to discuss department openings. Additionally, the Recruitment and Career Services staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

SB 822 Veteran's Points:

SB 822 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes (ORS 408.225-235). In order to be compliant with SB 822, both the recruitment unit and the hiring managers have responsibilities.

- ***Recruitment Unit:*** In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.
- ***Hiring Manager:*** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the veteran's points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all veterans are interviewed.

Community Organization Outreach
The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training Programs
The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training
The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009.

In-Service Training
Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency
The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment Programs
The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity. Emphasis will be placed on the

importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews

In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs

Reports: The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends

Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions

As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential

The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

E. Executive Order 12-03

Status

Technological advances now connect the world's peoples in unsurpassed methods and numbers. Those advances have contributed to Oregon's labor pool diversity and our on-going need to recruit and retain a skilled workforce. Accordingly, it is imperative that we maintain a culturally competent organization. The demographics of today's workforce continue to change as do the demographics of our inmate population. To maintain a viable workforce that interacts with each other, the public and the inmate population in a culturally healthy fashion, the Department of Corrections must embrace the competitive edge found in employees with diverse skills, perspectives and backgrounds.

During the 2009-2011 Biennium, the Department's Director assigned a manager to create a cultural awareness and diversity program within the department. The Cultural Awareness & Diversity Manager reports directly to the Director/Deputy Director and works closely with the Human Resources Division to coordinate and respond to affirmative action, cultural awareness and diversity issues.

Methods and Findings

The Department first created the Cultural Competence Project in 2007 with the purpose of creating a department-wide, sustainable Cultural Competency Program. A moderate amount of difficulty was encountered when attempting to define what cultural competence should mean within the Department of Corrections and how it should look within the framework of a statewide program. The creation of the Cultural Awareness & Diversity Manager position helped bring focus to the area. The Cultural Competence Project was renamed

the Cultural Awareness & Diversity Project and members have identified several ideas and recommendations for the statewide program. Members have also attended the mandatory 8 hour Cultural Competence training conducted by the Department of Human Services in order to broaden their understanding of the issues, tools and resources that accompany organizational management.

Evaluation of the Current Organization State

The state of the Department as it relates to diversity and cultural competency is still very complex. The economic downturn and budget constraints have curtailed expenditures in all areas and challenged the Agency to accomplish more with less.

In 2002, the department created and distributed a cultural awareness survey to help assess the status of the department related to cultural awareness and diversity. Unfortunately there was no one available to interpret the data and finalize a report for review and consideration. In 2009, the department was able to prioritize the survey results and create a report establishing a baseline. A second survey was distributed electronically and in paper format in July 2010 and the subsequent data will be reviewed by the Project Team to analyze the department's status and make specific recommendations around training, recruitment, and conflict-resolution.

Other accomplishments include copying and distributing the 2011–2013 Biennium Affirmative Action Plan to all superintendents and functional unit managers within the Department of Corrections, placing the Plan on the website, a message to DOC staff about the availability of the Plan, and an article shared with DOC volunteers in the Volunteer newsletter.

After a deliberate change from "Cultural Competence" to "Cultural Awareness", the Cultural Awareness Project Team drafted a definition of cultural awareness for inclusion in the strategic plan:

Cultural awareness is an understanding and respect for each individual's unique cultural history in ways that foster and promote ongoing personal growth.

By recognizing and adjusting behavior to be respectful of each person's cultural norms and differences, we will increase the effectiveness of communication and the quality of service, thereby producing better outcomes.

Recommendations

The Cultural Awareness Project Team meets monthly and is very close to completing a Strategic Plan that will be forwarded to the Department's Policy Group for approval and implementation. Recommendations to date include:

- Definition of cultural awareness for the Department (as noted above).
- Develop a statewide Cultural Inclusion & Awareness Council comprised of high-level Department employees and labor leadership.
- Incident review – look for trends;

- Initiatives from functional units;
- Make recommendations for training, programming, policy review,
- revision and addition; guest speakers, events planning, and;
- Recruitment & retention review and recommendations.
- Receive updates from worksite committees.
- Require that each functional unit establish a Workplace Cultural Inclusion & Awareness Committee. Members would be selected by the functional unit manager based upon:
- Employees in good standing;
- Demonstrated aptitude and/or willingness to promote inclusiveness or problem solving in the workplace;
- Reflective of the demographics of the workforce;
- Each workplace committee to be comprised of 3-11 members;
- Recommend that membership be comprised of:
- Managers
- Represented staff
- Labor
- Creation of a webpage on the Department's website.
- Training of selected individuals throughout the state who could function as "peer support" when an employee is having difficulties in this area.

These recommendations may or may not be approved through the DOC Policy Group, or may go through several evolutions. It is certain, however, that there will be some progress made around cultural awareness and diversity as two institutions have already requested assistance in establishing a Workplace Inclusion & Awareness Committee. Additionally, while the Department has cancelled all but required security training for 2011, it is still possible DOC staff may be able to build a small computer-based curriculum and make it voluntary for staff participation.

Exit interviews In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, the Department of Corrections uses the statewide exit interview survey administered by the Department of Administrative Services.

The results of these exit surveys will be requested quarterly and reviewed for patterns of disparate treatment by the Agency Affirmative Action Officer. The results of that review will be presented to the Human Resource Executive team and if patterns of disparate treatment are identified appropriate action will be taken with the specific management team. In the case of patterns of positive comments those findings will be shared with other Divisional Management teams to be implemented agency wide. These results will

also be presented to the Agency Director and the other members of the Policy Group team in conjunction with the quarterly affirmative action statistics.

In 2005 all management service position descriptions were audited to ensure diversity language was a criterion for evaluation annually. All management service employees continue to have diversity activities evaluated annually. Management service performance evaluation training is being delivered with affirmative action, diversity, cultural competency performance and documentation being a key aspect of the training.

F. Status of Contracts to Minority Business (ORS 659A.015)

ORS 659A.015 Affirmative action reports to include information on contracts to minority businesses. In carrying out the policy of affirmative action, every state agency shall include in its affirmative action reports under ORS 659A.012 information concerning its awards of construction, service and personal service contracts awarded to minority businesses.

- The Oregon Department of Corrections (ODOC) Purchasing and Contracts complies with all rules and policies pertaining to contracts and agreements with qualified Minority, Women, and Emerging Small Business (MWESB) businesses. The agency Purchasing and Contracts Unit use the Department of Administrative Services, Oregon State Procurement Information Network (ORPIN) system to look for potential vendors and adhere to the appropriate rules. All ODOC contracts and agreements are listed on ORPIN.

- Currently the Department of Corrections as of June 30, 2012, be it Goods and Commodities, Trade Services, Personal Services, A and E or Public Works/Public Improvement, has awarded 14,462.44 to Minority Owned Businesses:

In addition to these contracts the Department of Corrections is a monetary contributor to the 2012 Annual Diversity Conference.

Section III.

Roles for Implementing the Affirmative Action Plan

A. Responsibilities and Accountabilities:

The success of the Affirmative Action Program depends upon commitment and leadership of employees at all levels of the organization.

1. Department Director and Executive Leadership Team

- Implement the policy and Affirmative Action Plan.
- Monitor progress toward meeting Affirmative Action Plan goals and objectives.
- Ensure compliance with all applicable federal and state laws, rules, and regulations.
- Ensure division administrators understand they are responsible for participating in and promoting affirmative action activities and for communicating this same responsibility to their subordinate managers and supervisors.
- Establish a positive climate for program success within their sections.
- The effectiveness of managers and supervisors in promoting the affirmative action activities, goals, and objectives for DOC will be included in the annual performance appraisals.
- Become thoroughly familiar with the details of the Affirmative Action Plan as they apply to their section/unit, and monitor progress of hiring and promotions, in relation to goals.

Internal Monitoring and Evaluation

The Assistant Director for Human Resources has overall responsibility to ensure the agency is following Equal Opportunity and Affirmative Action guidelines of the EEOC and the Governor's Office of Affirmative Action. Human Resources policies and practices will be reviewed for compliance.

2. Human Resource Personnel

- The Human Resources Managers/Analysts serve as technical advisor to assigned functional units ensuring compliance with policies.
- Provide and/or refer employees for counseling related to informal discrimination complaints.
- Maintain statistical information on race, sex, and disability with respect to personnel actions.
- Assist management in ensuring administration of union contracts are in a nondiscriminatory manner.
- Assist management in ensuring internal discrimination complaint procedures are followed.
- Attempt to resolve all discrimination and sexual harassment complaints within assigned units.
- Conduct civil rights investigations where appropriate.
- Maintaining a readily available copy of the AA plan for employees to read
- Hold regular discussions with section managers to be certain they understand and follow the Affirmative Action Plan.
- Ensure that affirmative action implementation activities carry out, as they apply to the units.

3. Managers and Supervisors

- Take steps to select, retain and promote people of color, people with disabilities, women and other protected classes.
- Provide tools and resources for employees to interact with each other from all backgrounds.
- Create and promote a work environment that is free from any kind of hostility or unwelcome behavior.

- Promote Cultural Awareness.
- Attend, and encourage employees to attend, EEO/AA training programs.
- Assure staff members are aware of the department's discrimination complaint process, and the appropriateness of using it without fear of retribution.
- Establish a positive climate for program success within their sections.
- Assist the EEO/AA Coordinator with identifying problem area and improve employment opportunities for protected classes.
- Involve the manager or supervisor in strategies to evaluate the unit's work force, develop goals for the fair representation of women, people with disabilities and minorities, and sketch timetables for achievement of those goals.
- Evaluate subordinate manager or supervisor annually on his/her contribution to the establishment of a culturally competent work environment.
- Adhere to DOC policy of equal employment and ensure all employees understand and support these principles.
- Attend meaningful activities related to cultural competency:
    - Training, Workshops
    - Workgroup Meetings
    - Culturally-specific activities.

4. Affirmative Action Officer

- Develop and update AA Action plans.
- Work with HR managers to identify improvements to affirmative action, eliminating inequalities and improving equal employment issues.
- Create, review and discuss affirmative action progress with Executive Management.
- Coordinate with PDU to develop diversity training improving competency towards affirmative action issues.
- Include articles in the department newsletters, "Corrections Briefings" and "Corrections News", which express the director's commitment to promoting a diverse workforce and environment. Articles relating to equal employment opportunity, affirmative action, and the ongoing development of a diverse workforce, and the efforts and progress made toward meeting department goals in these areas are some examples. Ensure that newsletter articles about employees are non-discriminatory in their portrayal of employees' gender, ethnic heritage, disability, or other non job-related characteristics.
- Work whenever possible with community groups and leaders assuring the department is an agency known as committed and responsive to affirmative action and cultural diversity values.
- Review hiring and promotion patterns, training programs, job descriptions, and work assignments to identify and remove any barriers to equal employment opportunity.
- Develop the written Affirmative Action Plan and Publicize its content internally and externally.

- Keep management informed of the latest developments (law and rule changes, etc.) in the EEO/AA area and measure the effectiveness of the department's program.
- Determine the degree to which the department has attained goals and objectives, indicate need for corrective action if necessary and provide such information to the director, deputy director, and assistant directors on a semi-annual basis.
- Provide an annual update of the Affirmative Action Plan to department administration.
- Serve as a liaison between the department and minority organizations, women's organizations and community action groups concerned with employment opportunities of women, people of color, and people with disabilities.
- Receive complaints of discrimination from employees and applicants with the department Attempt to resolve internal discrimination and sexual harassment complaints and serve as a liaison between the department and Civil Rights enforcement agencies (EEOC and BOLI).
- Keep the Assistant Director, DOC Human Resources Division, and the DOC Director informed of complaint activity and provide advice to the Assistant Director, DOC Human Resources Division and staff on discrimination complaint cases.
- Monitoring affirmative action activity;
- Identifying weak areas of recruitment;
- Improving identified weak areas;
- Identifying long term trends;
- Tracking the retention and departure rates of employees who are women, people of color and people with disabilities; and
- Identify effective affirmative action activities.
- Manage the Affirmative Action Plan and implementation.
- Recognize policy needs and initiate necessary policy changes.
- Review quarterly, the progress the department is making toward achieving their affirmative action goals.
- Recommend the annual goals to the Executive Staff.
- Provide oversight and review of all civil rights (Title VII) complaints of discrimination in employment.

Internal Monitoring and Evaluation

The Legal Affairs and Affirmative Action Manager has the responsibility of monitoring, evaluating, and reporting the effectiveness of the Affirmative Action Plan and gives advice and makes recommendations to the Assistant Director for Human Resources and to the Executive Management Team and/or Functional Unit Managers, as needed.

Methods for Monitoring and Reporting the Affirmative Action Program

- Maintain affirmative action reports, guides, records, and statistics;
- Analyze statistical reports;
- Evaluate manager’s performance in all areas of diversity and affirmative action;

- Determine what interview and selection methods are appropriate for each recruitment;
- Compare the number of women, people of color, and people with disabilities hired to the department's goals;
- Discuss employee performance or retention problems with supervisors to identify methods for improvement;
- Conduct exit interviews to learn the reason for resignation and how the department might improve working relationships if applicable; and
- Report on an annual basis to the director of department the progress and efforts made toward accomplishment of goals and objectives, and recommendations for improvement, if necessary.
- Brief administrators and executive staff annually on workforce composition and Affirmative Action progress.

Assessment Tools

- Affirmative action reports generated quarterly by DAS; and
- Statistics on number of BOLI, EEOC and tort claims filed alleging discrimination or harassment.

5. All Employees

- Maintain a work environment free from harassment of any kind, and report barriers to affirmative action existing within offices/sections to the appropriate Department of Corrections Human Resources Analyst (includes incidents of reported or known harassment on the basis of sex, race, color, national origin, religion, age, mental or physical disability).
- Must support the Departments policy to equal employment and diversity, while creating a positive work environment for all stakeholders.
- Establish a work environment and culture both supportive of cultural diversity and responsive to customers in the service area.
- Put forth individual efforts and achieve results in Equal Employment/Affirmative Action objectives, and have these evaluated via the performance appraisal process.

Section IV.

Accomplishments July 1, 2011–June 30, 2013

A number of initiatives that support and promote our Equal Employment Opportunity (EEO)/Affirmative Action (AA) efforts for increasing awareness, transparency and participation have been and will continue to be undertaken. Although the Department’s overall workforce composition has remained comparatively consistent for representation of women and for people of color as compared to the previous biennium we will continue to enhance training materials, web pages and other outreach activities in an effort towards attracting and hiring diverse applicants.

The statistics used for the Department of Corrections Affirmative Action Plan established for the following 2011–2013 accomplishments were gathered from data provided by the Department of Administrative Services as of June 30, 2012. The quarterly statistics are available to all department employees to view in the department's public folders. The Affirmative Action Plan is a key component for the ongoing diversity development efforts for DOC. We will continue to strive for improved representation by hiring, retaining and promoting women, people of color and people with disabilities.

Table 2
DOC Total for Women under parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled By Women	Parity	Under Parity
Upper Management (Salary range 24+)	181	67	87	-20
Lieutenant/Captain	148	23	28	-5
Computer Analyst	77	22	28	-6
Social Services	168	84	111	-27
Inspector/Investigator	20	6	12	-6
Corrections Officers	2290	414	530	-116
Para-Professional	35	14	25	-11
Skilled Craft	96	1	22	-21
Service/Maintenance	249	71	109	-38
Physician/Dentist	43	8	15	-7
Hearings Officers	10	4	5	-1

Although under parity, the Department of Corrections continues to make it an on-going Affirmative Action Plan goal to close the gap, seeking and hiring candidates that would contribute positively to a diverse community.

Table 3
DOC Total for Women above parity as of June 30, 2012 is as follows:

Title	Total Positions	Filled by Women	Parity	Over Parity
Purchasing Analyst	12	9	6	3

Personnel/Employment	42	27	25	2
Administrative Support	374	337	298	39
Accounting/Finance	20	13	12	1
Research	4	3	2	1
Program Analyst	73	47	40	7
Nursing	293	221	207	14
Technicians	84	64	60	4

Table 4
DOC Total for Women 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number Women 6/30/2010	Total Employees 6/30/2012	Number Women 6/30/2012
Officials/Administrators	198	68	181	67
Professionals	932	475	911	468
Technicians	86	64	84	64
Protective Service Workers	2364	447	2290	414
Paraprofessionals	33	12	35	14
Administrative Support	389	361	374	337
Skilled	102	2	96	1
Service/Maintenance	258	71	249	71
TOTAL AGENCY	4362	1500	4220	1436

The Department's overall workforce composition has remained steady for the representation of both women and for people of color. As of June 30, 2012, the total representation of women is at 34.02 percent.

Table 5
DOC Total for People of Color under parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Upper Management (Salary range 24+)	181	21	46	-25
Lieutenant/Captain	148	16	27	-11

Computer Analyst	77	8	15	-7
Social Services	168	20	36	-16
Inspector/Investigator	20	3	6	-3
Para-Professional	35	5	10	-5
Skilled Craft	96	10	19	-9
Service/Maintenance	249	19	44	-25
Physician/Dentist	43	4	5	-1
Purchasing Analyst	12	0	1	-1
Personnel/Employment	42	25	35	-10
Administrative Support	374	42	67	-25
Program Analyst	73	6	20	-14
Nursing	293	25	35	-10
Technicians	84	11	15	-4

The representation of people of color within the Department has remained steady at 11.54 percent. The Department of Corrections continues to take proactive steps at promoting and recruiting people of color and will vigorously strive towards reaching our goals of parity.

Table 6
DOC Total for People of Color over parity as of June 30, 2012 is as follows:

Title	Positions	Filled by POC	Parity	Under Parity
Corrections Officers	2290	287	257	30
Hearings Officers	10	2	3	1
Accounting/Finance	20	4	5	1
Research	4	1	1	0

Table 7
DOC Total for People of Color 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6/30/2010	Number POC 6/30/2010	Total Employees 6/30/2012	Number POC 6/30/2012	Change in number of POC

Officials/Administrators	198	22	181	21	-1
Professionals	932	95	911	92	-3
Technicians	86	11	84	11	0
Protective Service	2364	284	2290	287	3
Paraprofessionals	33	5	35	5	0
Administrative Support	389	43	374	42	-1
Skilled	102	8	96	10	2
Service/Maintenance	258	20	249	19	-1
TOTAL AGENCY	**4362**	**488**	**4220**	**487**	**-1**

The Department of Corrections has been able to maintain parity within the corrections officer series, which is the largest job classification in corrections as well as the Hearings Officer, accounting/Finance and Research job classifications.

Table 8
DOC Total for People with Disabilities 2010 vs. 2012 comparison

EEO-4 Category	Total Employees 6-30-2010	Number Disabled 6-30-2010	Total Employees 6-30-2012	Number Disabled 6-30-12	Change Number of Disabled
Officials/Administrators	198	3	181	3	0
Professionals	932	8	911	4	-4
Technicians	86	0	84	0	0
Protective Service	2364	31	2290	27	-4
Paraprofessionals	33	0	35	0	0
Administrative Support	389	8	374	5	-3
Skilled	102	1	96	0	-1
Service/Maintenance	258	3	249	0	-3
TOTAL AGENCY	**4362**	**54**	**4220**	**39**	**-15**

Representation of persons with disabilities continues to be a small proportion compared to other agencies. With 60% of the Department's positions within the security classifications series where strict physical standards and requirements are required pursuant to the Department of Public Safety Standards and Training (ORS 259-08-010), the Department continues to strive to improve recruitment efforts toward people with disabilities. Efforts to close the gap include continued meetings with staff of the Vocational Rehabilitation Division to discuss the number of non-security positions that are available, as well as providing education and awareness of the variety of career paths available to individuals within the Department of Corrections. The Recruitment Unit has made progress in

establishing better working relationships with both public and private vocational rehabilitation agencies and has found that working one-on-one with disabled individuals is proving to be the best approach to helping them secure employment with the Department.

Section V.

2013–2015 Affirmative Action Plans

A. Goals

The Department of Correction understands the value in diversity. Historically, most institutional diversity programs such as affirmative action initiatives were done to be in compliance with the law, but many organizations now realize the benefits and solid business reasons to do so. Our focus will be in developing a diversity program into a strategic initiative.

Affirmative action develops strong workforces because it forces employers to create job descriptions and engage in true competition for new hires and promotions instead of using the "old boys network", friends, or relatives. We have found that a diverse workforce can take advantage of the experiences and skills people with culturally diverse backgrounds can offer. In spite of the progress that has been made to create a diverse workforce, there is and continues to be difficulty with maintaining diversity within some classification, but we will continue to strive with identifying talent at all levels, and developing strategies to diversity in the workforce to maximize these benefits.

Although the agency continues to be challenged to reduce costs that have caused many positions to remain unfilled, emphasis will continue to be to recruit a diverse workforce to fill vacancies. Recruitment efforts will focus on obtaining applicants from the various minority populations. Institutions located in small communities throughout the central, eastern and southern parts of the state, will require additional training by expanding awareness to management in developing opportunities to bring diversity not only to the workplace, but to those small local communities as well.

Long-term Affirmative Action goals will be:

1. Hiring authorities will take into consideration protected class status applicants specifically where there is clearly established statistical under- representation and where we are below parity standards in that particular job.
2. The department will continue to review current recruitment strategies for women, people of color and with disabilities to see what actions have been successful in bringing applicants to the department.
3. The Department will strive towards transferring seasoned professionals into each community, with an increased level of diversity being one intended outcome.

The sustained expansion of the department's facilities throughout the state will continue to allow us an opportunity to promote more protected class employees and, at the same time, increase diversity in the eastern regions of the state.

The department will continue to focus on recruiting women in security positions, people of color in both mid- and upper-level management positions, as well as positions in areas such as health and fiscal services, and persons with disabilities in non-security positions. In addition, we are seeking to place more women into other job categories which are long overlooked as being more traditionally male-oriented. Actual numbers to achieve equity in these positions are determined in the parity goals established by the Governor's Affirmative Action Office. These statistics are received quarterly by the DOC Human Resources Division, analyzed for areas of non-compliance, and reported to the Department's Executive-level Policy Group at standing quarterly presentations.

It has been recommended to the Policy Group that the Department of Corrections utilize the following Affirmative Action/Cultural Competency Implementation Strategy for the 2011-2013 biennium.

B. Strategies & Objectives

Objective 1: Education and Training

- Establish leadership in diversity initiatives/Increase awareness.
- Develop training programs and diversity strategies.
- Disseminate, forwards and promote monthly topics.
- Create diversity committee.
- Promote the increase of diversity/inclusion in Department of Corrections
- Conduct review of agency performance review process

Objective 2: Responsibilities and Accountability

- Establish position responsible for AAP.
- Responsibility and Accountability Statements in PDs.
- Management accountability for maintaining diversity.
- Evaluate our diversity/inclusion initiative activities quarterly.
- Analyze and disseminate quarterly Affirmative Action data; monitor compliance with requirements of the Affirmative Action Plan.
- Meet with Policy Group quarterly
- Distribute monthly calendars and proclamations received from Governor's Office

Objective 3: Community Outreach/Awareness

- Participating in community activities.
- Informing staff of activities in community.
- Look into minority student organizations.
- Partner and collaborate with other organizations that are addressing diversity and related workforce issues.

Objective 4: Recruitment and Retention

- Participate in community events.
- Evaluate and maintain statistics identifying rotations, transfers, hiring's and terminations.
- Pursue inclusion in the interview processes.
- Increase diversity of staff and volunteer population
- Do not hire unqualified people, but take positive steps to contribute toward greater employment for protected classes.
- Create and implement a plan to translate and disseminate research information
- Conduct review of agency exit interview process

Parity Goal Objective

The Department of Corrections recognizes the importance of diversity and will strive towards reaching parity goals in positions where minorities have historically been under-represented.

To accomplish these goals and strategies, the following actions for 2013-2015 are recommended:

Recruitment and Selection

Interview Panels
Managers and selecting officials will make every reasonable effort to ensure that interview panels are diverse. The department will ensure both hiring and promotion panels, where practical, have membership composed of racial/ethnic and gender diversity. In order to maintain some neutrality for hiring and promotions to management and executive level positions, the panel should include at least one member from outside the functional unit where the vacancy exists. The department provides a Supervisor's Recruitment Guide for hiring managers that delineates the appropriate process for selecting and setting up interview panels.

Newspaper Advertisements

In an effort to reach a broad range of job applicants, staff in Human Resources Recruitment and Background Investigations may place ads for vacant positions in major local newspapers within the state such as The Oregonian, The Statesman Journal, The East Oregonian, The Eugene Register Guard, The Hermiston Herald, the Argus Observer, Malheur Enterprise, Baker City Herald, The Record Courier, La Grande Observer, and the Democrat Herald, just to name a few. Newspapers designed to reach all populations will be used. These publications include EL Hispanic News and the Goal Latino for Hispanics; The Asian Reporter for Asians; The Skanner and The Portland Observer for African Americans. Provided there are sufficient funds, national papers published by minority organizations, such as EOE Journal and Affirmative Action Register, may be used as well. Note: Advertisements will be placed when economically feasible.

Online

The department will use on-line web sites such as SHRM, Salem News, Craig's List and Monster.com to broaden the range of job applicants.

Job Information Fairs

The department will participate, when financial and staffing resources permit, in a multitude of job fairs held around the state focusing on women, people of color, and people with disabilities.

College/University Career Days

Employees of the department will attend college and university career days and job recruitment functions, as staffing and finances allow. Each institution will make staff available to attend career days held at community colleges and universities located in their geographical area of the state. Recruitment and Career Services staff has visited with various schools throughout the state.

The department School-to-Work Coordinator coordinates the agencies participation in the School- to-Work week in April that invites students to accompany their parents to work. There is participation throughout the department in providing student with career exploration activities.

Policies

The Human Resources staff will ensure that the department's formal, written procedures on selection includes statements to the effect that appointing officials are to seriously consider gender and ethnic status in hiring and promotion decisions where positions exist which are seriously under-represented and the affirmative action goal in this plan has identified this particular job group.

Vacancy Type and Order

Where affirmative action goals have been established for the particular classification and representation remains clearly below parity standards, the first priority when considering the type of application to develop, is open competitive. The second would be for

advertising the position as a statewide vacancy. Managers should justify reasons to open announcements that are limited to agency promotions. There are a considerable number of potential applicants in the state labor force with work experience in public safety occupations. The diversity of candidates will be increased considerably by opening up the majority of announcements to job applicants in the public arena.

Applicants with Disabilities

The Recruitment and Background Investigations Unit staff provides informational interviews to applicants with disabilities interested in qualifying for department career opportunities.

Veteran's Points

ORS 408.225-235 established the manner in which state agencies provide preference to qualifying veterans or disabled veterans in scored or un-scored employment application processes. In order to be complaint, both the recruitment unit and the hiring mangers have responsibilities.

- **Recruitment Unit**: In the initial application screening, the recruitment unit determines if applicants are eligible for veterans or disabled veterans preference points. Eligible veterans will have the appropriate points designated upon the certification list you receive.
- **Hiring Manager:** Hiring Managers review their certification lists to determine who they will be interviewing. In a scored screening, the Veterans points must be taken into consideration when determining where to cut off the certification list. In a non-scored screening, all Veterans are interviewed.

Community Organization Outreach

The department will maintain a list of minority and women's organizations around the State. For vacant positions showing a serious under- representation of women or minorities, the Recruitment and Career Services Unit will mail job announcements to appropriate community organizations, if they are not getting state vacancy lists or announcements from HRSD, recruitment.

Contact with organizations representing the special interests of people of color will be maintained by having staff from the department attend group meetings and conferences. In addition, the intent is to have senior staff represented at key, influential and large statewide organization conferences which address minority community and employment issues. Staff will pursue the opportunity to meet personally with officials representing minority organizations.

Training

The Department spends a considerable amount of resources on staff training. In making decisions as to who will attend training other than mandatory DOC training, women, people of color and/or people with disabilities will be considered if that career field is clearly

under-represented by members of protected classes or if it will enhance the prospects for career advancement and if it provides the Department with an employee developing a needed job skill.

Leadership/Supervisor Training
The Department has developed a Director's Academy leadership training program and is developing a new supervisor training program to be called Management Basic Training. Topics to be covered in the new supervisor training will include affirmative action, diversity, and ADA issues. The leadership training program covers a broad range of subject matter and includes a focus on interpersonal relationships and valuing others. An online resource titled the Human Resource Quick Reference Guides speaks to the topics of Cultural Competency as well as provides links to both the Department's AAP and the State of Oregon AAP, and will be published in 2009. Annual in-service training includes a segment on valuing others.

DOC Strategic Initiative-Cultural Competency
The Department has identified Cultural Competency as a Strategic Initiative. A work group has been formed to further promote the work of the AAP. A major part of this work group's plan in promoting Cultural Competency is a strong training effort.

Work Environment
The department will continue to develop ways to maintain a positive and supportive work environment to benefit all employees and the department relative to equal employment opportunity, affirmative action and cultural diversity.

Emphasis will be placed on the importance of the department's Promotion and Maintenance of a Respectful Workplace policy, which prohibits harassment and discrimination in the workplace.

Exit interviews
In order to determine if there are problems, patterns, or trends affecting women or minorities in a disparate manner, an exit interview process has been implemented. The results of these exit questionnaires will be reviewed by the Recruitment and Career Services Administrator and will be reported to the Executive Management Team members and functional unit managers as needed.

Other Programs

Reports
The department's Affirmative Action Officer will review affirmative action goals and the progress of the entire department, on a quarterly basis. This person will develop and distribute to managers a report based on the DAS Affirmative Action Progress Report, summarizing workforce statistics, on a semi-annual basis.

Correctional Officer Hiring Trends

Since correctional officer hiring represents the largest volume, entry level position in the department, a study has been implemented to track selection trends. The test criteria were reviewed to determine if inequities or bias exists for members of protected classes. Data gathered provides numbers and percentage of women and people of color who apply, the numbers which failed the entrance exam, the number interviewed, the numbers and percentage of women and people of color who failed the interview, the pass/fail rate for background checks and the pass/fail rates of physicals. The numbers and percentage of women and minorities who were hired will also be determined. If there is sufficient data and enough staff time, a follow-up study will be done to determine how many of these hires completed trial service as a correctional officer. This study will follow the "Uniform Guidelines on Employee Selection Procedures" of the Equal Employment Opportunity Commission (29 CFR 1607).

Position Descriptions

As position descriptions are written and/or revisions made, conditions which might limit or restrict people with disabilities from consideration will either be eliminated or will be clearly justified on the basis of essential duties and basic requirements of the job. Only where there are bona fide requirements should duties be identified which might limit people with disabilities from consideration. Human resources analysts, classification and recruitment staff are to work closely with managers and supervisors to ensure that position descriptions are not inadvertently biased against people with disabilities. Position descriptions of all managers in the department will include affirmative action language.

Bilingual Pay Differential

The department will continue to utilize certain staff members to provide language skills for communication and translation purposes. The position description must clearly specify this duty in order to receive pay differential.

Additional staff members need to be identified who have these skills and who can provide translation services. Since a large portion of the inmate population speaks Spanish and languages other than English, there are important safety and security reasons to expand the number of staff members who can exercise these special skills. In the future, the department will consider ways in which specific positions are identified for which language skills are a job requirement, so they can be used for target recruiting and advertising.

Special Observances

Functional unit managers are encouraged to address cultural diversity awareness issues through topics at staff meetings, planning special observances in recognition of minorities, encouraging staff participation in special events in the community related to minority heritage and in special training sessions. The emphasis will be placed on resolving problems, combating stereotypes and highlighting the advantages of cultural diversity.

The types of observances include, but are not limited to Women's Equality Day, Martin Luther King Jr. birthday (January), Cinco de Mayo (May), Native American Indian Heritage Month (September), Women's History Month (March), Black History Month (February), Asian Heritage Month (April or September), Disabilities Month (October), and National American Indian Heritage Month (November).

Internal Dissemination

The Affirmative Action Plan will be brought to the attention of employees in the following ways:

- The director's Affirmative Action Policy Statement shall be disseminated to all staff along with DOC policies, ADA and Reasonable Accommodation and Promotion and Maintenance of a Respectful Workplace available at each worksite outlining the procedure for filing a complaint.

- Affirmative Action progress reports of statistical data by functional unit will be disseminated to superintendents and members of the department's Executive Management Team and posted in an electronic public folder for access by all department staff and managers.

- Affirmative Action accomplishments and diversity issues will be published in the department's employee newsletters and on bulletin boards.

- Recruitment and Career Services Newsletter will include statistics and information regarding diversity.

- New Employee Orientation shall include a two-hour module on a respectful workplace.

Primary Level Leadership Training shall include a two-hour module on valuing a diverse workforce. In-service Training also contains a three-hour module on valuing and respecting others.

- The department's policy statement on Affirmative Action and Respectful Workplace will be posted on employee bulletin boards, in public lobbies, employee lounges, and meeting rooms.

- Biennial training will be held with department managers and supervisory staff to inform them of the department's Affirmative Action Plan.

- Meetings will be held with union officials to inform them of the Affirmative Action Plan and to request their continued cooperation.

- Non-discrimination clauses shall remain in all collective bargaining agreements.

- Affirmative action goals and progress will be on the agenda of key departmental staff meetings dealing with personnel.

- Supervisors will conduct meetings with employees to discuss the Affirmative Action Plan.

- Copies of the Affirmative Action Plan distributed to DOC Human Resource Managers and available in each workplace and accessible to employees. Additional copies can be obtained by contacting the DOC Human Resources Division.

External Dissemination

The Affirmative Action Plan will be represented to outside sources through the following means:

- The department's employment advertisements shall state that the Department of Corrections is an "Equal Opportunity/Affirmative Action Employer in compliance with the ADA." Advertising shall occur, when adequate financial resources are available, in local publications frequently read by individuals who fall within a protected class.

- Except in the case of a bona fide occupational qualification, employment advertising shall omit reference to sex, religion, age, and national origin, and shall clearly convey the commitment of the agency to equal opportunity/affirmative action.

- Recruiting sources, including minority, and women's organizations, and organizations for the people with disabilities; churches, community agencies, and colleges shall be informed of the department's equal employment policy.

- Articles and pictures in Department of Corrections' newsletters, publications, and recruitment brochures will include or feature employees in protected classes at various levels and in non- traditional jobs.

- Contractors will be informed of the department's policy of equal opportunity and affirmative action.

- The Assistant Director, DOC Human Resources Division and/or designee(s) shall establish communication and maintain relationships with outside organizations representing the interests of protected classes and individuals in the field of equal employment opportunity.

- Copies of the Affirmative Action Plan will be provided to the Governor's Office of Affirmative Action.

- Copies of the department's Affirmative Action Plan will be distributed to the department labor organizations.

- Copies of the department's Affirmative Action Plan will be provided to other state government agencies upon written request.

Copies of the department's Respectful Workplace, Affirmative Action and Equal Employment Opportunity and related policies are available to the public and state agency personnel on the Department of Corrections internet site: http://www.oregon.gov/DOC/INSPEC/rules_policies/.

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
003-00-00-00000	Operations Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
003-00-00-00000	Operations Division	021	0	Phase-in	Essential Packages
003-00-00-00000	Operations Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
003-00-00-00000	Operations Division	031	0	Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	032	0	Above Standard Inflation	Essential Packages
003-00-00-00000	Operations Division	033	0	Exceptional Inflation	Essential Packages
003-00-00-00000	Operations Division	040	0	Mandated Caseload	Essential Packages
003-00-00-00000	Operations Division	060	0	Technical Adjustments	Essential Packages
003-00-00-00000	Operations Division	081	0	September 2014 E-Board	Policy Packages
003-00-00-00000	Operations Division	090	0	Analyst Adjustments	Policy Packages
003-00-00-00000	Operations Division	102	0	Staff Wellness	Policy Packages
003-00-00-00000	Operations Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
003-00-00-00000	Operations Division	109	0	ASCA Staffing Relief Factor	Policy Packages
003-00-00-00000	Operations Division	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages
004-00-00-00000	Central Administration	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
004-00-00-00000	Central Administration	021	0	Phase-in	Essential Packages
004-00-00-00000	Central Administration	022	0	Phase-out Pgm & One-time Costs	Essential Packages
004-00-00-00000	Central Administration	031	0	Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	032	0	Above Standard Inflation	Essential Packages
004-00-00-00000	Central Administration	033	0	Exceptional Inflation	Essential Packages
004-00-00-00000	Central Administration	040	0	Mandated Caseload	Essential Packages
004-00-00-00000	Central Administration	060	0	Technical Adjustments	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
004-00-00-00000	Central Administration	081	0	September 2014 E-Board	Policy Packages
004-00-00-00000	Central Administration	090	0	Analyst Adjustments	Policy Packages
004-00-00-00000	Central Administration	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
004-00-00-00000	Central Administration	110	0	Technology Infrastructure	Policy Packages
004-00-00-00000	Central Administration	111	0	Staff Enhancements to Address Workload	Policy Packages
004-00-00-00000	Central Administration	112	0	PREA Technology Solutions	Policy Packages
004-00-00-00000	Central Administration	116	0	New Debt Service and Bond Sale Costs	Policy Packages
004-00-00-00000	Central Administration	117	0	Oregon Health Network Subsidy Limitation	Policy Packages
005-00-00-00000	Public Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
005-00-00-00000	Public Services Division	021	0	Phase-in	Essential Packages
005-00-00-00000	Public Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
005-00-00-00000	Public Services Division	031	0	Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	032	0	Above Standard Inflation	Essential Packages
005-00-00-00000	Public Services Division	033	0	Exceptional Inflation	Essential Packages
005-00-00-00000	Public Services Division	040	0	Mandated Caseload	Essential Packages
005-00-00-00000	Public Services Division	081	0	September 2014 E-Board	Policy Packages
005-00-00-00000	Public Services Division	090	0	Analyst Adjustments	Policy Packages
006-00-00-00000	General Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	General Services Division	021	0	Phase-in	Essential Packages
006-00-00-00000	General Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	General Services Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	General Services Division	032	0	Above Standard Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	General Services Division	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	General Services Division	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	General Services Division	081	0	September 2014 E-Board	Policy Packages
006-00-00-00000	General Services Division	090	0	Analyst Adjustments	Policy Packages
006-00-00-00000	General Services Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
006-00-00-00000	General Services Division	104	0	CIS Replacement Project	Policy Packages
006-00-00-00000	General Services Division	105	0	Inmate Thin-Client Network Replacement	Policy Packages
006-00-00-00000	General Services Division	110	0	Technology Infrastructure	Policy Packages
006-00-00-00000	General Services Division	111	0	Staff Enhancements to Address Workload	Policy Packages
006-00-00-00000	General Services Division	119	0	DAS VOIP Telephony Upgrade	Policy Packages
007-00-00-00000	Transitional Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
007-00-00-00000	Transitional Services Division	021	0	Phase-in	Essential Packages
007-00-00-00000	Transitional Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
007-00-00-00000	Transitional Services Division	031	0	Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	032	0	Above Standard Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	033	0	Exceptional Inflation	Essential Packages
007-00-00-00000	Transitional Services Division	040	0	Mandated Caseload	Essential Packages
007-00-00-00000	Transitional Services Division	081	0	September 2014 E-Board	Policy Packages
007-00-00-00000	Transitional Services Division	090	0	Analyst Adjustments	Policy Packages
008-00-00-00000	Human Resources Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
008-00-00-00000	Human Resources Division	021	0	Phase-in	Essential Packages
008-00-00-00000	Human Resources Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
008-00-00-00000	Human Resources Division	031	0	Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	032	0	Above Standard Inflation	Essential Packages
008-00-00-00000	Human Resources Division	033	0	Exceptional Inflation	Essential Packages
008-00-00-00000	Human Resources Division	040	0	Mandated Caseload	Essential Packages
008-00-00-00000	Human Resources Division	081	0	September 2014 E-Board	Policy Packages
008-00-00-00000	Human Resources Division	090	0	Analyst Adjustments	Policy Packages
008-00-00-00000	Human Resources Division	102	0	Staff Wellness	Policy Packages
008-00-00-00000	Human Resources Division	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
008-00-00-00000	Human Resources Division	118	0	Intermediate-Advanced Certification Training	Policy Packages
009-00-00-00000	Community Corrections	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
009-00-00-00000	Community Corrections	021	0	Phase-in	Essential Packages
009-00-00-00000	Community Corrections	022	0	Phase-out Pgm & One-time Costs	Essential Packages
009-00-00-00000	Community Corrections	031	0	Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	032	0	Above Standard Inflation	Essential Packages
009-00-00-00000	Community Corrections	033	0	Exceptional Inflation	Essential Packages
009-00-00-00000	Community Corrections	040	0	Mandated Caseload	Essential Packages
009-00-00-00000	Community Corrections	060	0	Technical Adjustments	Essential Packages
009-00-00-00000	Community Corrections	081	0	September 2014 E-Board	Policy Packages
009-00-00-00000	Community Corrections	090	0	Analyst Adjustments	Policy Packages
009-00-00-00000	Community Corrections	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
009-00-00-00000	Community Corrections	111	0	Staff Enhancements to Address Workload	Policy Packages
009-00-00-00000	Community Corrections	113	0	Community Corrections SB 267 Program Evaluator	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
009-00-00-00000	Community Corrections	120	0	Community Corrections SB 267 Program Evaluator	Policy Packages
010-00-00-00000	Health Services	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
010-00-00-00000	Health Services	021	0	Phase-in	Essential Packages
010-00-00-00000	Health Services	022	0	Phase-out Pgm & One-time Costs	Essential Packages
010-00-00-00000	Health Services	031	0	Standard Inflation	Essential Packages
010-00-00-00000	Health Services	032	0	Above Standard Inflation	Essential Packages
010-00-00-00000	Health Services	033	0	Exceptional Inflation	Essential Packages
010-00-00-00000	Health Services	040	0	Mandated Caseload	Essential Packages
010-00-00-00000	Health Services	050	0	Fundshifts	Essential Packages
010-00-00-00000	Health Services	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Health Services	081	0	September 2014 E-Board	Policy Packages
010-00-00-00000	Health Services	090	0	Analyst Adjustments	Policy Packages
010-00-00-00000	Health Services	101	0	Electronic Health Records	Policy Packages
010-00-00-00000	Health Services	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
010-00-00-00000	Health Services	107	0	Health Services - Operational Enhancements	Policy Packages
010-00-00-00000	Health Services	114	0	Health Services - BHS Service Change	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	021	0	Phase-in	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	022	0	Phase-out Pgm & One-time Costs	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	031	0	Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	032	0	Above Standard Inflation	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	033	0	Exceptional Inflation	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
011-00-00-00000	Offender Management & Rehabilitation	040	0	Mandated Caseload	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	060	0	Technical Adjustments	Essential Packages
011-00-00-00000	Offender Management & Rehabilitation	081	0	September 2014 E-Board	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	090	0	Analyst Adjustments	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	103	0	Staffing: New Initiatives & Existing Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	108	0	Education - GED Fees & Inflation Restoration	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	110	0	Technology Infrastructure	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	111	0	Staff Enhancements to Address Workload	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	115	0	Education Services Delivery System Changes	Policy Packages
086-00-00-00000	Debt Service	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
086-00-00-00000	Debt Service	021	0	Phase-in	Essential Packages
086-00-00-00000	Debt Service	022	0	Phase-out Pgm & One-time Costs	Essential Packages
086-00-00-00000	Debt Service	031	0	Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	032	0	Above Standard Inflation	Essential Packages
086-00-00-00000	Debt Service	033	0	Exceptional Inflation	Essential Packages
086-00-00-00000	Debt Service	040	0	Mandated Caseload	Essential Packages
086-00-00-00000	Debt Service	081	0	September 2014 E-Board	Policy Packages
086-00-00-00000	Debt Service	090	0	Analyst Adjustments	Policy Packages
086-00-00-00000	Debt Service	116	0	New Debt Service and Bond Sale Costs	Policy Packages
088-00-00-00000	Capital Improvements	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
088-00-00-00000	Capital Improvements	021	0	Phase-in	Essential Packages
088-00-00-00000	Capital Improvements	022	0	Phase-out Pgm & One-time Costs	Essential Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
088-00-00-00000	Capital Improvements	031	0	Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	032	0	Above Standard Inflation	Essential Packages
088-00-00-00000	Capital Improvements	033	0	Exceptional Inflation	Essential Packages
088-00-00-00000	Capital Improvements	040	0	Mandated Caseload	Essential Packages
088-00-00-00000	Capital Improvements	081	0	September 2014 E-Board	Policy Packages
088-00-00-00000	Capital Improvements	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
089-00-00-00000	Capital Construction	021	0	Phase-in	Essential Packages
089-00-00-00000	Capital Construction	022	0	Phase-out Pgm & One-time Costs	Essential Packages
089-00-00-00000	Capital Construction	031	0	Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	032	0	Above Standard Inflation	Essential Packages
089-00-00-00000	Capital Construction	033	0	Exceptional Inflation	Essential Packages
089-00-00-00000	Capital Construction	040	0	Mandated Caseload	Essential Packages
089-00-00-00000	Capital Construction	081	0	September 2014 E-Board	Policy Packages
089-00-00-00000	Capital Construction	090	0	Analyst Adjustments	Policy Packages
089-00-00-00000	Capital Construction	106	0	Deferred Maintenance Priority Projects	Policy Packages
089-00-00-00000	Capital Construction	119	0	DAS VOIP Telephony Upgrade	Policy Packages

Policy Package List by Priority
2015-17 Biennium

Agency Number: 29100
BAM Analyst: Ayre, Art
Budget Coordinator: Brand, James - (503)945-0996

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	081	September 2014 E-Board	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	090	Analyst Adjustments	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			005-00-00-00000	Public Services Division
			006-00-00-00000	General Services Division
			007-00-00-00000	Transitional Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements

Priority	Policy Pkg Number	Policy Pkg Description	Summary Cross Reference Number	Cross Reference Description
0	090	Analyst Adjustments	089-00-00-00000	Capital Construction
	101	Electronic Health Records	010-00-00-00000	Health Services
	102	Staff Wellness	003-00-00-00000	Operations Division
			008-00-00-00000	Human Resources Division
	103	Staffing: New Initiatives & Existing Workload	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			008-00-00-00000	Human Resources Division
			009-00-00-00000	Community Corrections
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
	104	CIS Replacement Project	006-00-00-00000	General Services Division
	105	Inmate Thin-Client Network Replacement	006-00-00-00000	General Services Division
	106	Deferred Maintenance Priority Projects	089-00-00-00000	Capital Construction
	107	Health Services - Operational Enhancements	010-00-00-00000	Health Services
	108	Education - GED Fees & Inflation Restoration	011-00-00-00000	Offender Management & Rehabilitation
	109	ASCA Staffing Relief Factor	003-00-00-00000	Operations Division
	110	Technology Infrastructure	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			011-00-00-00000	Offender Management & Rehabilitation
	111	Staff Enhancements to Address Workload	004-00-00-00000	Central Administration
			006-00-00-00000	General Services Division
			009-00-00-00000	Community Corrections

Policy Package List by Priority

2015-17 Biennium

Agency Number: 29100

BAM Analyst: Ayre, Art

Budget Coordinator: Brand, James - (503)945-0996

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	111	Staff Enhancements to Address Workload	011-00-00-00000	Offender Management & Rehabilitation
	112	PREA Technology Solutions	004-00-00-00000	Central Administration
	113	Community Corrections SB 267 Program Eval	003-00-00-00000	Operations Division
			009-00-00-00000	Community Corrections
	114	Health Services - BHS Service Change	010-00-00-00000	Health Services
	115	Education Services Delivery System Changes	011-00-00-00000	Offender Management & Rehabilitation
	116	New Debt Service and Bond Sale Costs	004-00-00-00000	Central Administration
			086-00-00-00000	Debt Service
	117	Oregon Health Network Subsidy Limitation	004-00-00-00000	Central Administration
	118	Intermediate-Advanced Certification Training	008-00-00-00000	Human Resources Division
	119	DAS VOIP Telephony Upgrade	006-00-00-00000	General Services Division
			089-00-00-00000	Capital Construction
	120	Community Corrections SB 267 Program Eval	009-00-00-00000	Community Corrections

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	9,810,457	7,667,835	7,667,835	5,200,998	5,200,998	-
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	755,039	755,039	-
6400 Federal Funds Ltd	3,646,672	4,080	4,080	-	-	-
All Funds	14,624,736	7,671,915	7,671,915	5,956,037	5,956,037	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	195,496	2,115,206	2,115,206	-	-	-
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	817,808	-	-	-
6400 Federal Funds Ltd	-	(4,080)	(4,080)	-	-	-
All Funds	(972,111)	2,928,934	2,928,934	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	10,005,953	9,783,041	9,783,041	5,200,998	5,200,998	-
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	-
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$13,652,625**	**$10,600,849**	**$10,600,849**	**$5,956,037**	**$5,956,037**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	-
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-
All Funds	1,362,844,564	1,396,990,504	1,448,294,183	1,615,877,923	1,549,047,785	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	159,506	361,457	361,457	130,342	130,342	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	10,641,878	11,826,742	11,826,742	8,392,233	8,392,233	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	295,616	3,290	3,290	510,974	510,974	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	10,937,494	11,830,032	11,830,032	8,903,207	8,903,207	-
TOTAL CHARGES FOR SERVICES	**$10,937,494**	**$11,830,032**	**$11,830,032**	**$8,903,207**	**$8,903,207**	**-**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	184,133	234,287	234,287	118,766	118,766	-
0510 Rents and Royalties						
3400 Other Funds Ltd	260,402	239,339	239,339	289,840	289,840	-
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	444,535	473,626	473,626	408,606	408,606	-
TOTAL FINES, RENTS AND ROYALTIES	**$444,535**	**$473,626**	**$473,626**	**$408,606**	**$408,606**	**-**
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
3400 Other Funds Ltd	-	89,000	89,000	3,029,482	1,152,870	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	-	5,050,000	5,050,000	22,816,595	27,620,000	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
All Funds	346,773,770	-	-	-	-	-
BOND SALES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	3,029,482	1,152,870	-
TOTAL BOND SALES	**$346,773,770**	**$5,050,000**	**$5,050,000**	**$22,816,595**	**$27,620,000**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	22,498	17,672	17,672	12,994	12,994	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,150,088	2,034,830	2,034,830	1,785,295	1,785,295	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	39,334	1,721	1,721	14,045	14,045	-
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	194,618	194,618	-
DONATIONS AND CONTRIBUTIONS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	39,334	1,721	1,721	208,663	208,663	-
TOTAL DONATIONS AND CONTRIBUTIONS	**$39,334**	**$1,721**	**$1,721**	**$208,663**	**$208,663**	**-**
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	33,556	34,563	34,563	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	9,739,826	3,198,882	3,198,882	17,097,895	17,097,895	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
6400 Federal Funds Ltd	6,518,818	7,523,861	7,523,861	7,872,260	7,872,260	-
All Funds	7,781,643	8,786,687	8,786,687	9,135,086	9,135,086	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	10,274,761	9,787,477	9,787,477	1,438,365	1,438,365	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
All Funds	12,101,155	9,787,477	9,787,477	1,438,365	1,438,365	-
1050 Transfer In Other						
3400 Other Funds Ltd	-	14,085,049	14,085,049	3,986,493	3,986,493	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	24,745	25,329	25,329	26,000	26,000	-
1150 Tsfr From Revenue, Dept of						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	866,067	-	-	370,800	370,800	-
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	-	-	-	189,850	189,850	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	213,065	202,014	202,014	208,074	208,074	-
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	199,620	184,320	184,320	-	-	-
TRANSFERS IN						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3400 Other Funds Ltd	17,896,806	24,284,189	24,284,189	6,219,582	6,219,582	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
TOTAL TRANSFERS IN	**$20,115,321**	**$24,284,189**	**$24,284,189**	**$6,219,582**	**$6,219,582**	**-**
REVENUE CATEGORIES						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	-
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,390,087	42,324,965	42,324,965	37,830,629	35,954,017	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
6400 Federal Funds Ltd	6,518,818	7,523,861	7,523,861	7,872,260	7,872,260	-
TOTAL REVENUE CATEGORIES	**$1,761,008,579**	**$1,453,063,156**	**$1,504,366,835**	**$1,682,630,751**	**$1,620,604,018**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(10,274,761)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	-
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
All Funds	(12,101,155)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	-
AVAILABLE REVENUES						
8000 General Fund	1,228,511,348	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	-
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	41,121,279	42,320,529	42,320,529	41,593,262	39,716,650	-
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
6400 Federal Funds Ltd	10,165,490	7,523,861	7,523,861	7,872,260	7,872,260	-
TOTAL AVAILABLE REVENUES	**$1,762,560,049**	**$1,453,876,528**	**$1,505,180,207**	**$1,687,148,423**	**$1,625,121,690**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	426,026,474	483,390,524	501,513,252	531,605,220	518,340,079	-
8010 General Fund Cap Improvement	2,717	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,343,880	5,339,485	5,578,017	6,749,350	5,719,726	-
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	430,444,192	488,730,009	507,091,269	538,354,570	524,059,805	-
3160 Temporary Appointments						
8000 General Fund	2,921,426	534,363	534,363	550,395	550,395	-
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3400 Other Funds Ltd	96,938	-	-	-	-	-
All Funds	3,054,203	534,363	534,363	550,395	550,395	-
3170 Overtime Payments						
8000 General Fund	22,528,101	15,850,449	15,486,340	17,977,479	17,213,919	-
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3400 Other Funds Ltd	352,232	566,486	566,486	613,359	613,359	-
All Funds	22,888,852	16,416,935	16,052,826	18,590,838	17,827,278	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3180 Shift Differential						
8000 General Fund	4,132,214	3,368,605	3,368,605	3,916,624	3,809,104	-
8010 General Fund Cap Improvement	16	-	-	-	-	-
3400 Other Funds Ltd	8,184	10,495	10,495	11,369	11,369	-
All Funds	4,140,414	3,379,100	3,379,100	3,927,993	3,820,473	-
3190 All Other Differential						
8000 General Fund	24,471,826	19,553,375	19,332,486	22,688,020	21,975,460	-
8010 General Fund Cap Improvement	40	-	-	-	-	-
3400 Other Funds Ltd	185,538	195,068	195,068	205,445	205,445	-
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	24,658,775	19,748,443	19,527,554	22,893,465	22,180,905	-
SALARIES & WAGES						
8000 General Fund	480,080,041	522,697,316	540,235,046	576,737,738	561,888,957	-
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	4,986,772	6,111,534	6,350,066	7,579,523	6,549,899	-
6400 Federal Funds Ltd	63,626	-	-	-	-	-
TOTAL SALARIES & WAGES	**$485,186,436**	**$528,808,850**	**$546,585,112**	**$584,317,261**	**$568,438,856**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	165,045	177,020	176,940	201,605	195,313	-
8010 General Fund Cap Improvement	1	-	-	-	-	-
3400 Other Funds Ltd	1,861	2,244	2,244	2,820	2,468	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	166,932	179,264	179,184	204,425	197,781	-
3220 Public Employees' Retire Cont						
8000 General Fund	95,003,401	101,768,928	106,053,931	112,529,669	109,629,719	-
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3400 Other Funds Ltd	1,043,905	1,191,130	1,241,090	1,480,289	1,279,205	-
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	96,063,495	102,960,058	107,295,021	114,009,958	110,908,924	-
3221 Pension Obligation Bond						
8000 General Fund	28,982,616	32,392,035	31,729,143	34,530,857	34,530,857	-
8010 General Fund Cap Improvement	603	-	-	-	-	-
3400 Other Funds Ltd	309,064	376,011	370,535	405,656	405,656	-
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	29,296,780	32,768,046	32,099,678	34,936,513	34,936,513	-
3230 Social Security Taxes						
8000 General Fund	35,997,665	39,572,237	40,961,804	43,700,168	42,564,235	-
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3400 Other Funds Ltd	380,389	467,534	486,304	579,833	501,069	-
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	36,386,875	40,039,771	41,448,108	44,280,001	43,065,304	-
3240 Unemployment Assessments						
8000 General Fund	794,066	304,236	304,236	330,233	315,295	-
8010 General Fund Cap Improvement	177	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	36,732	76	76	1,935	78	-
All Funds	830,975	304,312	304,312	332,168	315,373	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	216,378	261,104	260,986	316,149	306,282	-
8010 General Fund Cap Improvement	41	-	-	-	-	-
3400 Other Funds Ltd	2,412	3,309	3,309	4,422	3,870	-
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	218,862	264,413	264,295	320,571	310,152	-
3260 Mass Transit Tax						
8000 General Fund	1,385,268	1,711,980	1,712,088	1,899,066	1,814,682	-
8010 General Fund Cap Improvement	167	-	-	-	-	-
3400 Other Funds Ltd	17,372	33,944	33,944	42,384	36,189	-
All Funds	1,402,807	1,745,924	1,746,032	1,941,450	1,850,871	-
3270 Flexible Benefits						
8000 General Fund	124,584,830	134,278,476	136,004,818	138,899,652	134,656,260	-
8010 General Fund Cap Improvement	751	-	-	-	-	-
3400 Other Funds Ltd	1,387,176	1,712,316	1,737,347	1,956,540	1,712,316	-
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	125,991,812	135,990,792	137,742,165	140,856,192	136,368,576	-
3280 Other OPE						
8000 General Fund	140	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-
All Funds	3,426	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
8000 General Fund	287,129,409	310,466,016	317,203,946	332,407,399	324,012,643	-
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
3400 Other Funds Ltd	3,182,197	3,786,564	3,874,849	4,473,879	3,940,851	-
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$290,361,964**	**$314,252,580**	**$321,078,795**	**$336,881,278**	**$327,953,494**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(29,391,717)	(29,391,717)	(3,014,882)	(13,014,882)	-
3400 Other Funds Ltd	-	(20,582)	(20,582)	(22,051)	(22,051)	-
All Funds	-	(29,412,299)	(29,412,299)	(3,036,933)	(13,036,933)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	20,392,535	20,392,535	-	92,471	-
3400 Other Funds Ltd	-	301,688	301,688	-	(3,663)	-
All Funds	-	20,694,223	20,694,223	-	88,808	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(18,169,010)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(19,091,306)	(19,091,306)	-	-	-
3400 Other Funds Ltd	-	(217,676)	(217,676)	-	-	-
All Funds	-	(19,308,982)	(19,308,982)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(46,259,498)	(28,090,488)	(3,014,882)	(12,922,411)	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	63,430	63,430	(22,051)	(25,714)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($46,196,068)**	**($28,027,058)**	**($3,036,933)**	**($12,948,125)**	**-**
PERSONAL SERVICES						
8000 General Fund	767,209,450	786,903,834	829,348,504	906,130,255	872,979,189	-
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
3400 Other Funds Ltd	8,168,969	9,961,528	10,288,345	12,031,351	10,465,036	-
6400 Federal Funds Ltd	106,762	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$775,548,400**	**$796,865,362**	**$839,636,849**	**$918,161,606**	**$883,444,225**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,102,385	3,456,920	3,338,344	3,650,434	3,404,222	-
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
3400 Other Funds Ltd	263,725	412,545	412,545	437,503	424,919	-
6400 Federal Funds Ltd	3,415	96,651	96,651	99,551	99,551	-
All Funds	3,401,513	3,966,116	3,847,540	4,187,488	3,928,692	-
4125 Out of State Travel						
8000 General Fund	126,261	117,648	117,648	179,016	179,016	-
8010 General Fund Cap Improvement	576	-	-	-	-	-
3400 Other Funds Ltd	23,656	57,808	57,808	59,542	59,542	-
6400 Federal Funds Ltd	9,608	-	-	-	-	-
All Funds	160,101	175,456	175,456	238,558	238,558	-
4150 Employee Training						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,016,395	1,074,748	994,997	1,218,205	1,218,205	-
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
3400 Other Funds Ltd	22,150	21,277	21,277	21,915	21,915	-
6400 Federal Funds Ltd	7,604	-	-	-	-	-
All Funds	1,049,945	1,096,025	1,016,274	1,240,120	1,240,120	-
4175 Office Expenses						
8000 General Fund	5,265,841	6,314,376	6,183,688	7,447,463	6,541,024	-
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
3400 Other Funds Ltd	153,412	303,919	303,919	371,174	313,038	-
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	5,503,561	6,618,295	6,487,607	7,818,637	6,854,062	-
4200 Telecommunications						
8000 General Fund	4,921,869	2,537,877	2,009,887	7,193,858	7,227,096	-
8010 General Fund Cap Improvement	2,440	-	-	-	-	-
3400 Other Funds Ltd	6,000	24,124	24,124	24,847	24,847	-
6400 Federal Funds Ltd	257,382	315,654	315,654	772,931	772,931	-
All Funds	5,187,691	2,877,655	2,349,665	7,991,636	8,024,874	-
4225 State Gov. Service Charges						
8000 General Fund	34,161,377	37,277,263	37,277,263	38,445,700	37,294,601	-
3400 Other Funds Ltd	1,029	-	-	-	-	-
All Funds	34,162,406	37,277,263	37,277,263	38,445,700	37,294,601	-
4250 Data Processing						
8000 General Fund	1,675,968	2,755,283	2,456,487	8,043,738	7,682,965	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	885	48,526	48,526	54,886	49,982	-
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	1,677,071	2,803,809	2,505,013	8,098,624	7,732,947	-
4275 Publicity and Publications						
8000 General Fund	19,236	55,568	55,568	74,204	74,204	-
3400 Other Funds Ltd	1,345	-	-	-	-	-
All Funds	20,581	55,568	55,568	74,204	74,204	-
4300 Professional Services						
8000 General Fund	19,410,937	18,976,765	18,976,765	20,012,832	19,780,286	-
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
3400 Other Funds Ltd	1,528,282	3,205,640	3,205,640	3,311,426	3,311,426	-
6400 Federal Funds Ltd	371,286	411,200	411,200	424,770	424,770	-
All Funds	21,820,731	22,593,605	22,593,605	23,749,028	23,516,482	-
4315 IT Professional Services						
8000 General Fund	36,786	-	-	8,000	303,365	-
3400 Other Funds Ltd	-	-	-	303,365	-	-
All Funds	36,786	-	-	311,365	303,365	-
4325 Attorney General						
8000 General Fund	2,402,229	3,704,896	3,704,896	4,425,285	4,264,856	-
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3400 Other Funds Ltd	3,975	7,765	7,765	9,255	8,821	-
All Funds	2,411,409	3,712,661	3,712,661	4,434,540	4,273,677	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4375 Employee Recruitment and Develop						
8000 General Fund	104,757	300,075	275,892	280,944	280,944	-
8010 General Fund Cap Improvement	20	-	-	-	-	-
3400 Other Funds Ltd	-	3,630	3,630	3,739	3,739	-
All Funds	104,777	303,705	279,522	284,683	284,683	-
4400 Dues and Subscriptions						
8000 General Fund	104,321	88,070	86,294	93,050	93,050	-
8010 General Fund Cap Improvement	529	-	-	-	-	-
3400 Other Funds Ltd	1,777	959	959	988	988	-
All Funds	106,627	89,029	87,253	94,038	94,038	-
4425 Facilities Rental and Taxes						
8000 General Fund	2,144,189	895,802	895,802	935,217	935,217	-
3400 Other Funds Ltd	24,080	-	-	-	-	-
All Funds	2,168,269	895,802	895,802	935,217	935,217	-
4450 Fuels and Utilities						
8000 General Fund	30,270,912	29,723,964	29,537,436	33,910,360	34,400,544	-
3400 Other Funds Ltd	88,151	297,925	297,925	306,862	306,862	-
All Funds	30,359,063	30,021,889	29,835,361	34,217,222	34,707,406	-
4475 Facilities Maintenance						
8000 General Fund	11,732,887	9,281,266	9,056,192	12,500,938	12,651,022	-
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
3400 Other Funds Ltd	746,328	664,634	664,634	684,572	684,572	-
All Funds	13,602,180	9,945,900	9,720,826	13,185,510	13,335,594	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4500 Food and Kitchen Supplies						
8000 General Fund	26,691,414	26,905,165	26,904,345	27,797,487	28,244,254	-
8010 General Fund Cap Improvement	35	-	-	-	-	-
3400 Other Funds Ltd	1,321,174	1,563,488	1,563,488	1,610,395	1,610,395	-
All Funds	28,012,623	28,468,653	28,467,833	29,407,882	29,854,649	-
4525 Medical Services and Supplies						
8000 General Fund	90,709,176	91,788,147	91,788,147	106,084,923	107,791,559	-
3400 Other Funds Ltd	4,453,196	5,628,946	5,628,946	5,930,575	5,930,575	-
6400 Federal Funds Ltd	6,041,410	6,253,705	6,253,705	4,112,304	4,112,304	-
All Funds	101,203,782	103,670,798	103,670,798	116,127,802	117,834,438	-
4550 Other Care of Residents and Patients						
8000 General Fund	27,242,195	17,819,239	17,807,107	21,996,301	22,276,978	-
8010 General Fund Cap Improvement	180	-	-	-	-	-
3400 Other Funds Ltd	4,058,621	4,684,831	4,684,831	4,719,008	4,719,008	-
All Funds	31,300,996	22,504,070	22,491,938	26,715,309	26,995,986	-
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-
4625 Other COP Costs						
8000 General Fund	54,453	111,640	111,640	114,989	114,989	-
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	497,977	621,365	-
All Funds	285,243	200,640	200,640	612,966	736,354	-
4650 Other Services and Supplies						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,896,752	6,914,175	6,817,737	5,045,927	4,962,214	-
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	-
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-
3400 Other Funds Ltd	482,069	1,470,282	1,470,282	1,524,103	1,514,391	-
All Funds	5,983,070	8,384,457	8,288,019	7,035,344	6,941,919	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(6,588,304)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,771,942	1,578,014	1,566,640	13,978,645	1,723,874	-
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
3400 Other Funds Ltd	197,101	180,287	180,287	210,087	185,695	-
All Funds	1,976,977	1,758,301	1,746,927	14,188,732	1,909,569	-
4715 IT Expendable Property						
8000 General Fund	6,004,909	866,528	835,238	2,341,649	1,348,680	-
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
3400 Other Funds Ltd	504,864	50,164	50,164	432,262	411,670	-
All Funds	6,576,730	916,692	885,402	2,773,911	1,760,350	-
SERVICES & SUPPLIES						
8000 General Fund	272,876,352	255,955,125	260,798,013	315,779,165	302,793,165	-
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	13,881,820	18,715,750	18,715,750	20,514,481	20,203,750	-
6400 Federal Funds Ltd	6,691,781	7,077,210	7,077,210	5,409,556	5,409,556	-
TOTAL SERVICES & SUPPLIES	**$297,121,293**	**$281,748,085**	**$286,590,973**	**$342,168,516**	**$328,871,785**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	167,997	60,591	60,591	62,409	62,409	-
5150 Telecommunications Equipment						
8000 General Fund	167,752	66,524	66,524	68,520	68,520	-
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	180,119	66,524	66,524	68,520	68,520	-
5200 Technical Equipment						
8000 General Fund	1,164,694	-	-	730,711	-	-
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
3400 Other Funds Ltd	52,233	-	-	-	-	-
All Funds	1,260,055	-	-	730,711	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	255,527	255,527	263,193	263,193	-
8010 General Fund Cap Improvement	22,868	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	301,058	255,527	255,527	263,193	263,193	-
5350 Industrial and Heavy Equipment						
8000 General Fund	179,349	12,533	12,533	12,909	12,909	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
3400 Other Funds Ltd	5,944	-	-	-	-	-
All Funds	210,772	12,533	12,533	12,909	12,909	-
5450 Agricultural Equip. and Mach.						
8000 General Fund	47,950	-	-	-	-	-
3400 Other Funds Ltd	64,447	-	-	-	-	-
All Funds	112,397	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	29,619	29,619	-
5550 Data Processing Software						
8000 General Fund	53,015	19,449	19,449	492,032	20,032	-
3400 Other Funds Ltd	-	28,756	28,756	-	-	-
All Funds	53,015	48,205	48,205	492,032	20,032	-
5600 Data Processing Hardware						
8000 General Fund	12,600	73,073	73,073	75,265	75,265	-
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	2,645,791	2,670,660	2,670,660	-
5700 Building Structures						
8000 General Fund	380,650	-	-	-	-	-
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	19,321,799	-
3400 Other Funds Ltd	33,311	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	1,137,757	4,961,000	4,961,000	19,321,799	19,321,799	-
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	52,884	53,381	53,381	-
3020 Other Funds Cap Construction	-	-	-	-	6,680,017	-
All Funds	-	52,884	52,884	53,381	6,733,398	-
5900 Other Capital Outlay						
8000 General Fund	1,435,481	411,423	411,423	3,171,120	423,767	-
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-
3400 Other Funds Ltd	206,361	58,892	58,892	323,836	323,836	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
All Funds	2,368,929	470,315	470,315	3,494,956	747,603	-
5950 Undistributed (C.O.)						
8010 General Fund Cap Improvement	-	(53,975)	(53,975)	-	-	-
CAPITAL OUTLAY						
8000 General Fund	3,828,910	899,120	899,120	4,876,159	926,095	-
8010 General Fund Cap Improvement	731,776	2,644,700	2,644,700	2,724,041	2,724,041	-
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	26,001,816	-
3400 Other Funds Ltd	433,431	87,648	87,648	353,455	353,455	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$5,804,699**	**$8,592,468**	**$8,592,468**	**$27,275,454**	**$30,005,407**	**-**
SPECIAL PAYMENTS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6020 Dist to Counties						
8000 General Fund	182,687,607	224,791,068	224,791,068	255,483,069	238,621,997	-
3400 Other Funds Ltd	6,996,768	5,058,950	5,058,950	5,210,719	5,210,719	-
6400 Federal Funds Ltd	665,167	291,797	291,797	300,551	300,551	-
All Funds	190,349,542	230,141,815	230,141,815	260,994,339	244,133,267	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	106,369	106,369	-
6035 Dist to Individuals						
8000 General Fund	-	94,245	94,245	97,072	97,072	-
6085 Other Special Payments						
8000 General Fund	-	8,359	8,359	8,610	8,610	-
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	182,687,607	220,877,551	224,893,672	255,588,751	238,727,679	-
3400 Other Funds Ltd	6,996,768	5,058,950	5,058,950	5,317,088	5,317,088	-
6400 Federal Funds Ltd	665,167	291,797	291,797	300,551	300,551	-
TOTAL SPECIAL PAYMENTS	**$190,349,542**	**$226,228,298**	**$230,244,419**	**$261,206,390**	**$244,345,318**	**-**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	32,645,120	41,784,355	42,624,355	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	21,595,750	31,452,157	31,849,716	-
7200 Principal - COP						
8030 General Fund Debt Svc	64,117,629	47,412,800	47,412,800	45,548,245	45,548,245	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
All Funds	64,117,629	48,227,800	48,227,800	45,548,245	45,548,245	-
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	28,056,504	11,994,795	10,875,300	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
All Funds	34,422,822	29,319,330	29,319,330	13,114,290	11,994,795	-
DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**$131,788,000**	**$131,899,047**	**$132,017,111**	**-**
EXPENDITURES						
8000 General Fund	1,226,602,319	1,264,635,630	1,315,939,309	1,482,374,330	1,415,426,128	-
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3400 Other Funds Ltd	29,480,988	33,823,876	34,150,693	38,216,375	36,339,329	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
6400 Federal Funds Ltd	7,892,138	7,369,007	7,369,007	5,710,107	5,710,107	-
TOTAL EXPENDITURES	**$1,745,368,751**	**$1,445,222,213**	**$1,496,852,709**	**$1,680,711,013**	**$1,618,683,846**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,909,029)	-	-	-	-	-
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
All Funds	(3,247,655)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	11,640,291	8,496,653	8,169,836	3,376,887	3,377,321	-
3430 Other Funds Debt Svc Ltd	-	2,808	2,808	755,039	755,039	-
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	143,331	143,331	-
6400 Federal Funds Ltd	2,273,352	154,854	154,854	2,162,153	2,162,153	-
TOTAL ENDING BALANCE	**$13,943,643**	**$8,654,315**	**$8,327,498**	**$6,437,410**	**$6,437,844**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4,513	4,492	4,490	4,647	4,496	-
8180 Position Reconciliation	-	(2)	(2)	-	1	-
TOTAL AUTHORIZED POSITIONS	**4,513**	**4,490**	**4,488**	**4,647**	**4,497**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4,415.74	4,443.18	4,441.18	4,603.04	4,456.00	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8280 FTE Reconciliation	-	0.50	0.50	-	0.58	-
TOTAL AUTHORIZED FTE	**4,415.74**	**4,443.68**	**4,441.68**	**4,603.04**	**4,456.58**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	2,483,108	2,417,724	2,417,724	2,244,404	2,244,404	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	449,788	(149,679)	(149,679)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	2,932,896	2,268,045	2,268,045	2,244,404	2,244,404	-
TOTAL BEGINNING BALANCE	**$2,932,896**	**$2,268,045**	**$2,268,045**	**$2,244,404**	**$2,244,404**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,072,523	3,601,883	3,601,883	3,354,280	3,354,280	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	108,165	3,290	3,290	510,974	510,974	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	4,180,688	3,605,173	3,605,173	3,865,254	3,865,254	-
TOTAL CHARGES FOR SERVICES	**$4,180,688**	**$3,605,173**	**$3,605,173**	**$3,865,254**	**$3,865,254**	**-**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	50,634	55,401	55,401	26,343	26,343	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
0510 Rents and Royalties						
3400 Other Funds Ltd	14,754	15,114	15,114	-	-	-
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	65,388	70,515	70,515	26,343	26,343	-
TOTAL FINES, RENTS AND ROYALTIES	**$65,388**	**$70,515**	**$70,515**	**$26,343**	**$26,343**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	10,167	-	-	12,994	12,994	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	1,390,418	1,337,537	1,337,537	1,170,838	1,170,838	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	36,950	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	147,519	191,568	191,568	2,476,180	2,476,180	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,417,905	1,812,029	1,812,029	266,295	266,295	-
1257 Tsfr From Police, Dept of State						
3400 Other Funds Ltd	42,193	-	-	-	-	-
TRANSFERS IN						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	3,460,098	1,812,029	1,812,029	266,295	266,295	-
TOTAL TRANSFERS IN	**$3,460,098**	**$1,812,029**	**$1,812,029**	**$266,295**	**$266,295**	**-**
REVENUE CATEGORIES						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	-
3400 Other Funds Ltd	9,291,228	7,016,822	7,016,822	7,817,904	7,817,904	-
TOTAL REVENUE CATEGORIES	**$664,567,588**	**$653,794,076**	**$685,095,882**	**$748,356,042**	**$724,252,927**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,080,279)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	655,276,360	646,777,254	678,079,060	740,538,138	716,435,023	-
3400 Other Funds Ltd	11,143,845	9,284,867	9,284,867	10,062,308	10,062,308	-
TOTAL AVAILABLE REVENUES	**$666,420,205**	**$656,062,121**	**$687,363,927**	**$750,600,446**	**$726,497,331**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	297,323,079	332,589,522	345,328,728	362,168,289	353,543,441	-
3400 Other Funds Ltd	1,443,595	1,753,872	1,798,387	1,890,960	1,893,840	-
All Funds	298,766,674	334,343,394	347,127,115	364,059,249	355,437,281	-
3160 Temporary Appointments						
8000 General Fund	1,642,679	-	-	-	-	-
3400 Other Funds Ltd	15,433	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	1,658,112	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	20,571,794	14,108,555	14,108,555	16,506,091	15,742,531	-
3400 Other Funds Ltd	216,470	543,238	543,238	589,414	589,414	-
All Funds	20,788,264	14,651,793	14,651,793	17,095,505	16,331,945	-
3180 Shift Differential						
8000 General Fund	3,233,397	2,593,708	2,593,708	3,075,859	2,968,339	-
3400 Other Funds Ltd	6,004	10,170	10,170	11,369	11,369	-
All Funds	3,239,401	2,603,878	2,603,878	3,087,228	2,979,708	-
3190 All Other Differential						
8000 General Fund	19,544,970	16,377,387	16,377,387	19,511,681	18,811,961	-
3400 Other Funds Ltd	76,740	82,289	82,289	104,873	104,873	-
All Funds	19,621,710	16,459,676	16,459,676	19,616,554	18,916,834	-
SALARIES & WAGES						
8000 General Fund	342,315,919	365,669,172	378,408,378	401,261,920	391,066,272	-
3400 Other Funds Ltd	1,758,242	2,389,569	2,434,084	2,596,616	2,599,496	-
TOTAL SALARIES & WAGES	**$344,074,161**	**$368,058,741**	**$380,842,462**	**$403,858,536**	**$393,665,768**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	123,472	129,600	129,600	146,960	142,472	-
3400 Other Funds Ltd	585	760	760	880	880	-
All Funds	124,057	130,360	130,360	147,840	143,352	-
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	69,962,016	71,268,359	74,367,807	78,366,737	76,375,548	-
3400 Other Funds Ltd	376,165	465,719	476,549	507,119	507,682	-
All Funds	70,338,181	71,734,078	74,844,356	78,873,856	76,883,230	-
3221 Pension Obligation Bond						
8000 General Fund	20,752,802	22,602,816	22,201,565	24,104,964	24,104,964	-
3400 Other Funds Ltd	109,710	146,489	144,877	160,756	160,756	-
All Funds	20,862,512	22,749,305	22,346,442	24,265,720	24,265,720	-
3230 Social Security Taxes						
8000 General Fund	25,855,353	27,963,556	28,938,105	30,686,692	29,906,724	-
3400 Other Funds Ltd	134,382	182,805	186,210	198,643	198,863	-
All Funds	25,989,735	28,146,361	29,124,315	30,885,335	30,105,587	-
3240 Unemployment Assessments						
8000 General Fund	610,057	215,459	215,459	233,085	221,924	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	163,329	191,160	191,160	230,460	223,422	-
3400 Other Funds Ltd	756	1,121	1,121	1,380	1,380	-
All Funds	164,085	192,281	192,281	231,840	224,802	-
3260 Mass Transit Tax						
8000 General Fund	881,734	961,785	961,785	1,080,454	1,019,572	-
3400 Other Funds Ltd	6,684	11,612	11,612	12,488	12,488	-
All Funds	888,418	973,397	973,397	1,092,942	1,032,060	-
3270 Flexible Benefits						
8000 General Fund	93,583,689	98,483,328	99,815,385	101,536,128	98,422,272	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	409,134	580,032	588,491	610,560	610,560	-
All Funds	93,992,823	99,063,360	100,403,876	102,146,688	99,032,832	-
3280 Other OPE						
8000 General Fund	126	-	-	-	-	-
3400 Other Funds Ltd	3,286	-	-	-	-	-
All Funds	3,412	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	211,932,578	221,816,063	226,820,866	236,385,480	230,416,898	-
3400 Other Funds Ltd	1,040,702	1,388,538	1,409,620	1,491,826	1,492,609	-
TOTAL OTHER PAYROLL EXPENSES	**$212,973,280**	**$223,204,601**	**$228,230,486**	**$237,877,306**	**$231,909,507**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(21,959,174)	(21,959,174)	(2,352,125)	(10,652,125)	-
3400 Other Funds Ltd	-	(6,761)	(6,761)	(8,639)	(8,639)	-
All Funds	-	(21,965,935)	(21,965,935)	(2,360,764)	(10,660,764)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	14,022,550	14,022,550	-	92,471	-
3400 Other Funds Ltd	-	103,000	103,000	-	(3,663)	-
All Funds	-	14,125,550	14,125,550	-	88,808	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(11,327,540)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(13,596,836)	(13,596,836)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	(85,021)	(85,021)	-	-	-
All Funds	-	(13,681,857)	(13,681,857)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(32,861,000)	(21,533,460)	(2,352,125)	(10,559,654)	-
3400 Other Funds Ltd	-	11,218	11,218	(8,639)	(12,302)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($32,849,782)**	**($21,522,242)**	**($2,360,764)**	**($10,571,956)**	**-**
PERSONAL SERVICES						
8000 General Fund	554,248,497	554,624,235	583,695,784	635,295,275	610,923,516	-
3400 Other Funds Ltd	2,798,944	3,789,325	3,854,922	4,079,803	4,079,803	-
TOTAL PERSONAL SERVICES	**$557,047,441**	**$558,413,560**	**$587,550,706**	**$639,375,078**	**$615,003,319**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	1,632,357	2,064,140	2,064,140	2,195,844	2,036,971	-
3400 Other Funds Ltd	243,522	231,541	231,541	379,438	379,438	-
All Funds	1,875,879	2,295,681	2,295,681	2,575,282	2,416,409	-
4125 Out of State Travel						
8000 General Fund	89,198	79,517	79,517	131,342	131,342	-
3400 Other Funds Ltd	2,678	35,980	35,980	37,059	37,059	-
All Funds	91,876	115,497	115,497	168,401	168,401	-
4150 Employee Training						
8000 General Fund	335,865	397,763	397,763	409,694	409,694	-
3400 Other Funds Ltd	3,829	2,912	2,912	8,420	8,420	-
All Funds	339,694	400,675	400,675	418,114	418,114	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4175 Office Expenses						
8000 General Fund	2,414,610	3,142,588	3,142,588	3,895,450	3,214,144	-
3400 Other Funds Ltd	81,010	150,457	150,457	171,235	171,235	-
All Funds	2,495,620	3,293,045	3,293,045	4,066,685	3,385,379	-
4200 Telecommunications						
8000 General Fund	98,287	5,074	5,074	5,227	5,227	-
3400 Other Funds Ltd	4,195	21,002	21,002	24,764	24,764	-
All Funds	102,482	26,076	26,076	29,991	29,991	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	540	-	-	-	-	-
4250 Data Processing						
8000 General Fund	5,555	323,515	323,515	375,028	318,211	-
3400 Other Funds Ltd	70	34,753	34,753	40,782	40,782	-
All Funds	5,625	358,268	358,268	415,810	358,993	-
4275 Publicity and Publications						
8000 General Fund	10,939	9,783	9,783	10,052	10,052	-
3400 Other Funds Ltd	689	-	-	-	-	-
All Funds	11,628	9,783	9,783	10,052	10,052	-
4300 Professional Services						
8000 General Fund	546,409	2,322,412	2,322,412	2,406,572	2,445,643	-
3400 Other Funds Ltd	3,148	-	-	-	-	-
All Funds	549,557	2,322,412	2,322,412	2,406,572	2,445,643	-
4315 IT Professional Services						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,059	-	-	-	-	-
4325 Attorney General						
8000 General Fund	394,287	247,648	247,648	295,196	281,359	-
3400 Other Funds Ltd	-	5,621	5,621	6,700	6,386	-
All Funds	394,287	253,269	253,269	301,896	287,745	-
4375 Employee Recruitment and Develop						
8000 General Fund	47,071	185,527	185,527	191,092	191,092	-
3400 Other Funds Ltd	-	472	472	3,739	3,739	-
All Funds	47,071	185,999	185,999	194,831	194,831	-
4400 Dues and Subscriptions						
8000 General Fund	5,099	9,976	9,976	10,275	10,275	-
3400 Other Funds Ltd	1,685	447	447	461	461	-
All Funds	6,784	10,423	10,423	10,736	10,736	-
4425 Facilities Rental and Taxes						
8000 General Fund	23,025	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	29,219,710	28,142,539	28,142,539	32,446,837	32,913,988	-
3400 Other Funds Ltd	8,431	180,165	180,165	185,570	185,570	-
All Funds	29,228,141	28,322,704	28,322,704	32,632,407	33,099,558	-
4475 Facilities Maintenance						
8000 General Fund	10,133,492	8,163,123	8,163,123	11,525,781	11,661,680	-
3400 Other Funds Ltd	472,336	215,737	215,737	330,633	330,633	-
All Funds	10,605,828	8,378,860	8,378,860	11,856,414	11,992,313	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4500 Food and Kitchen Supplies						
8000 General Fund	26,621,702	26,899,051	26,899,051	27,792,032	28,238,799	-
3400 Other Funds Ltd	942,534	1,094,138	1,094,138	1,126,964	1,126,964	-
All Funds	27,564,236	27,993,189	27,993,189	28,918,996	29,365,763	-
4525 Medical Services and Supplies						
8000 General Fund	64,585	50,596	50,596	53,302	55,000	-
3400 Other Funds Ltd	21,054	523	523	6,227	6,227	-
All Funds	85,639	51,119	51,119	59,529	61,227	-
4550 Other Care of Residents and Patients						
8000 General Fund	22,025,514	15,408,067	15,408,067	19,426,753	19,683,261	-
3400 Other Funds Ltd	2,224,359	2,534,950	2,534,950	2,646,202	2,646,202	-
All Funds	24,249,873	17,943,017	17,943,017	22,072,955	22,329,463	-
4650 Other Services and Supplies						
8000 General Fund	2,441,780	5,609,334	5,609,334	2,518,331	2,489,148	-
3400 Other Funds Ltd	305,823	724,176	724,176	756,745	756,745	-
All Funds	2,747,603	6,333,510	6,333,510	3,275,076	3,245,893	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(2,230,257)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	917,248	679,519	679,519	889,084	753,224	-
3400 Other Funds Ltd	179,839	126,297	126,297	151,770	151,770	-
All Funds	1,097,087	805,816	805,816	1,040,854	904,994	-
4715 IT Expendable Property						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	225,979	231,681	231,681	241,204	238,630	-
3400 Other Funds Ltd	431,796	-	-	37,949	37,949	-
All Funds	657,775	231,681	231,681	279,153	276,579	-
SERVICES & SUPPLIES						
8000 General Fund	97,253,771	91,741,596	93,971,853	104,819,096	105,087,740	-
3400 Other Funds Ltd	4,927,538	5,359,171	5,359,171	5,914,658	5,914,344	-
TOTAL SERVICES & SUPPLIES	**$102,181,309**	**$97,100,767**	**$99,331,024**	**$110,733,754**	**$111,002,084**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	8,499	-	-	-	-	-
5150 Telecommunications Equipment						
8000 General Fund	13,495	-	-	-	-	-
3400 Other Funds Ltd	12,367	-	-	-	-	-
All Funds	25,862	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	370,739	-	-	-	-	-
3400 Other Funds Ltd	37,233	-	-	-	-	-
All Funds	407,972	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	219,422	-	-	-	-	-
3400 Other Funds Ltd	58,768	-	-	-	-	-
All Funds	278,190	-	-	-	-	-
5350 Industrial and Heavy Equipment						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5,944	-	-	-	-	-
5450 Agricultural Equip. and Mach.						
8000 General Fund	29,950	-	-	-	-	-
3400 Other Funds Ltd	48,578	-	-	-	-	-
All Funds	78,528	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	27,920	-	-	-	-	-
5700 Building Structures						
8000 General Fund	235,817	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	720,791	411,423	411,423	423,767	423,767	-
3400 Other Funds Ltd	94,052	58,892	58,892	60,661	60,661	-
All Funds	814,843	470,315	470,315	484,428	484,428	-
CAPITAL OUTLAY						
8000 General Fund	1,626,633	411,423	411,423	423,767	423,767	-
3400 Other Funds Ltd	256,942	58,892	58,892	60,661	60,661	-
TOTAL CAPITAL OUTLAY	**$1,883,575**	**$470,315**	**$470,315**	**$484,428**	**$484,428**	**-**
EXPENDITURES						
8000 General Fund	653,128,901	646,777,254	678,079,060	740,538,138	716,435,023	-
3400 Other Funds Ltd	7,983,424	9,207,388	9,272,985	10,055,122	10,054,808	-
TOTAL EXPENDITURES	**$661,112,325**	**$655,984,642**	**$687,352,045**	**$750,593,260**	**$726,489,831**	**-**
REVERSIONS						
9900 Reversions						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	(2,147,459)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	3,160,421	77,479	11,882	7,186	7,500	-
TOTAL ENDING BALANCE	**$3,160,421**	**$77,479**	**$11,882**	**$7,186**	**$7,500**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3,263	3,259	3,259	3,360	3,258	-
8180 Position Reconciliation	-	-	-	-	1	-
TOTAL AUTHORIZED POSITIONS	**3,263**	**3,259**	**3,259**	**3,360**	**3,259**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3,224.41	3,241.67	3,241.67	3,342.60	3,241.02	-
8280 FTE Reconciliation	-	-	-	-	0.58	-
TOTAL AUTHORIZED FTE	**3,224.41**	**3,241.67**	**3,241.67**	**3,342.60**	**3,241.60**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	3,589,749	935,121	935,121	862,667	862,667	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,199,913	3,199,913	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	3,589,749	4,135,034	4,135,034	862,667	862,667	-
TOTAL BEGINNING BALANCE	**$3,589,749**	**$4,135,034**	**$4,135,034**	**$862,667**	**$862,667**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	-
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	136,600	108,800	108,800	39,233	39,233	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	5,512	3,446	3,446	2,174	2,174	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	1,179	1,179	609	609	-
BOND SALES						
0555 General Fund Obligation Bonds						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	89,000	89,000	406,307	529,695	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
BOND SALES						
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	406,307	529,695	-
TOTAL BOND SALES	**$1,820,943**	**$89,000**	**$89,000**	**$406,307**	**$529,695**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	17,436	15,170	15,170	13,368	13,368	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	100	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	8,317,759	12,446	12,446	3,715,670	3,715,670	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	532,498	556,094	556,094	81,723	81,723	-
1050 Transfer In Other						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	9,787,477	9,787,477	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	532,498	10,343,571	10,343,571	81,723	81,723	-
TOTAL TRANSFERS IN	**$532,498**	**$10,343,571**	**$10,343,571**	**$81,723**	**$81,723**	**-**
REVENUE CATEGORIES						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	9,009,905	10,573,612	10,573,612	4,259,084	4,382,472	-
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	-
TOTAL REVENUE CATEGORIES	**$68,722,409**	**$70,908,577**	**$72,471,746**	**$94,362,917**	**$76,275,657**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(7,548,494)	(9,787,477)	(9,787,477)	(1,438,365)	(1,438,365)	-
AVAILABLE REVENUES						
8000 General Fund	57,482,770	59,734,965	61,298,134	89,038,026	70,827,378	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	5,051,160	4,921,169	4,921,169	3,683,386	3,806,774	-
6400 Federal Funds Ltd	408,791	600,000	600,000	1,065,807	1,065,807	-
TOTAL AVAILABLE REVENUES	**$64,763,664**	**$65,256,134**	**$66,819,303**	**$93,787,219**	**$75,699,959**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	10,388,679	11,278,879	11,506,368	13,093,745	11,927,177	-
3400 Other Funds Ltd	265,918	295,296	305,880	317,592	317,592	-
6400 Federal Funds Ltd	62,255	-	-	-	-	-
All Funds	10,716,852	11,574,175	11,812,248	13,411,337	12,244,769	-
3160 Temporary Appointments						
8000 General Fund	65,446	144,495	144,495	148,830	148,830	-
3400 Other Funds Ltd	9,118	-	-	-	-	-
All Funds	74,564	144,495	144,495	148,830	148,830	-
3170 Overtime Payments						
8000 General Fund	35,742	21,934	21,934	22,593	22,593	-
3400 Other Funds Ltd	6,518	-	-	-	-	-
All Funds	42,260	21,934	21,934	22,593	22,593	-
3180 Shift Differential						
8000 General Fund	53	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	183,437	159,614	159,614	164,401	164,401	-
3400 Other Funds Ltd	12,755	20,532	20,532	21,148	21,148	-
6400 Federal Funds Ltd	1,371	-	-	-	-	-
All Funds	197,563	180,146	180,146	185,549	185,549	-
SALARIES & WAGES						
8000 General Fund	10,673,357	11,604,922	11,832,411	13,429,569	12,263,001	-
3400 Other Funds Ltd	294,309	315,828	326,412	338,740	338,740	-
6400 Federal Funds Ltd	63,626	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
TOTAL SALARIES & WAGES	**$11,031,292**	**$11,920,750**	**$12,158,823**	**$13,768,309**	**$12,601,741**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,177	3,320	3,320	3,960	3,652	-
3400 Other Funds Ltd	88	120	120	132	132	-
6400 Federal Funds Ltd	25	-	-	-	-	-
All Funds	3,290	3,440	3,440	4,092	3,784	-
3220 Public Employees' Retire Cont						
8000 General Fund	2,002,513	2,233,628	2,278,692	2,593,721	2,365,890	-
3400 Other Funds Ltd	50,584	61,556	63,762	66,157	66,157	-
6400 Federal Funds Ltd	14,255	-	-	-	-	-
All Funds	2,067,352	2,295,184	2,342,454	2,659,878	2,432,047	-
3221 Pension Obligation Bond						
8000 General Fund	637,564	715,956	707,373	750,359	750,359	-
3400 Other Funds Ltd	18,549	19,479	19,148	21,034	21,034	-
6400 Federal Funds Ltd	4,497	-	-	-	-	-
All Funds	660,610	735,435	726,521	771,393	771,393	-
3230 Social Security Taxes						
8000 General Fund	793,384	874,859	892,516	1,018,227	928,984	-
3400 Other Funds Ltd	22,923	24,160	25,026	25,914	25,914	-
6400 Federal Funds Ltd	5,273	-	-	-	-	-
All Funds	821,580	899,019	917,542	1,044,141	954,898	-
3240 Unemployment Assessments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	-	4,409	4,409	6,640	4,541	-
3400 Other Funds Ltd	29,109	-	-	-	-	-
All Funds	29,109	4,409	4,409	6,640	4,541	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,037	4,897	4,897	6,210	5,727	-
3400 Other Funds Ltd	120	177	177	207	207	-
6400 Federal Funds Ltd	31	-	-	-	-	-
All Funds	4,188	5,074	5,074	6,417	5,934	-
3260 Mass Transit Tax						
8000 General Fund	48,195	70,436	70,436	80,578	73,578	-
3400 Other Funds Ltd	1,832	1,895	1,895	2,032	2,032	-
All Funds	50,027	72,331	72,331	82,610	75,610	-
3270 Flexible Benefits						
8000 General Fund	2,464,463	2,533,824	2,548,841	2,747,520	2,533,824	-
3400 Other Funds Ltd	73,680	91,584	92,920	91,584	91,584	-
6400 Federal Funds Ltd	19,055	-	-	-	-	-
All Funds	2,557,198	2,625,408	2,641,761	2,839,104	2,625,408	-
OTHER PAYROLL EXPENSES						
8000 General Fund	5,953,333	6,441,329	6,510,484	7,207,215	6,666,555	-
3400 Other Funds Ltd	196,885	198,971	203,048	207,060	207,060	-
6400 Federal Funds Ltd	43,136	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$6,193,354**	**$6,640,300**	**$6,713,532**	**$7,414,275**	**$6,873,615**	**-**
P.S. BUDGET ADJUSTMENTS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3455 Vacancy Savings						
8000 General Fund	-	(1,085,088)	(1,085,088)	(48,178)	(48,178)	-
3400 Other Funds Ltd	-	(1,138)	(1,138)	(1,149)	(1,149)	-
All Funds	-	(1,086,226)	(1,086,226)	(49,327)	(49,327)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	470,954	470,954	-	-	-
3400 Other Funds Ltd	-	12,714	12,714	-	-	-
All Funds	-	483,668	483,668	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(333,915)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(379,994)	(379,994)	-	-	-
3400 Other Funds Ltd	-	(10,340)	(10,340)	-	-	-
All Funds	-	(390,334)	(390,334)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,328,043)	(994,128)	(48,178)	(48,178)	-
3400 Other Funds Ltd	-	1,236	1,236	(1,149)	(1,149)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,326,807)**	**($992,892)**	**($49,327)**	**($49,327)**	**-**
PERSONAL SERVICES						
8000 General Fund	16,626,690	16,718,208	17,348,767	20,588,606	18,881,378	-
3400 Other Funds Ltd	491,194	516,035	530,696	544,651	544,651	-
6400 Federal Funds Ltd	106,762	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$17,224,646**	**$17,234,243**	**$17,879,463**	**$21,133,257**	**$19,426,029**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	259,177	220,536	220,536	238,753	227,742	-
3400 Other Funds Ltd	2,669	16,795	16,795	17,299	17,299	-
6400 Federal Funds Ltd	3,415	96,651	96,651	99,551	99,551	-
All Funds	265,261	333,982	333,982	355,603	344,592	-
4125 Out of State Travel						
8000 General Fund	16,223	11,873	11,873	12,229	12,229	-
3400 Other Funds Ltd	7,499	20,000	20,000	20,600	20,600	-
6400 Federal Funds Ltd	6,705	-	-	-	-	-
All Funds	30,427	31,873	31,873	32,829	32,829	-
4150 Employee Training						
8000 General Fund	58,004	84,614	84,614	186,085	186,085	-
3400 Other Funds Ltd	1,477	-	-	-	-	-
6400 Federal Funds Ltd	7,604	-	-	-	-	-
All Funds	67,085	84,614	84,614	186,085	186,085	-
4175 Office Expenses						
8000 General Fund	95,532	618,477	618,477	672,697	632,104	-
3400 Other Funds Ltd	1,008	10,353	10,353	10,664	10,664	-
All Funds	96,540	628,830	628,830	683,361	642,768	-
4200 Telecommunications						
8000 General Fund	2,244,595	-	-	3,596,969	3,596,969	-
6400 Federal Funds Ltd	-	-	-	447,807	447,807	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	2,244,595	-	-	4,044,776	4,044,776	-
4225 State Gov. Service Charges						
8000 General Fund	34,161,283	37,277,263	37,277,263	38,445,700	37,294,601	-
4250 Data Processing						
8000 General Fund	10,902	911,541	911,541	3,718,132	3,728,988	-
4275 Publicity and Publications						
8000 General Fund	3,835	37,562	37,562	38,688	38,688	-
4300 Professional Services						
8000 General Fund	230,196	224,600	224,600	232,731	236,463	-
3400 Other Funds Ltd	15,000	-	-	-	-	-
6400 Federal Funds Ltd	284,305	411,200	411,200	424,770	424,770	-
All Funds	529,501	635,800	635,800	657,501	661,233	-
4315 IT Professional Services						
8000 General Fund	6,798	-	-	-	-	-
4325 Attorney General						
8000 General Fund	1,222,922	2,131,671	2,131,671	2,547,771	2,463,766	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	2,860	2,860	24,532	24,532	-
4400 Dues and Subscriptions						
8000 General Fund	11,092	5,186	5,186	5,342	5,342	-
4425 Facilities Rental and Taxes						
8000 General Fund	1,388,269	895,802	895,802	935,217	935,217	-
4450 Fuels and Utilities						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	126,211	742,909	742,909	767,573	779,918	-
4475 Facilities Maintenance						
8000 General Fund	10,773	5,121	5,121	5,274	5,274	-
3400 Other Funds Ltd	1,925	-	-	-	-	-
All Funds	12,698	5,121	5,121	5,274	5,274	-
4500 Food and Kitchen Supplies						
8000 General Fund	9,431	-	-	-	-	-
3400 Other Funds Ltd	1,436	-	-	-	-	-
All Funds	10,867	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	80,577	208,245	208,245	215,158	218,619	-
4550 Other Care of Residents and Patients						
8000 General Fund	4,194	1,981	1,981	2,040	2,040	-
4575 Agency Program Related S and S						
8000 General Fund	9,161	-	-	-	-	-
4625 Other COP Costs						
8000 General Fund	54,453	111,640	111,640	114,989	114,989	-
3200 Other Funds Non-Ltd	230,790	-	-	-	-	-
3400 Other Funds Ltd	-	89,000	89,000	497,977	621,365	-
All Funds	285,243	200,640	200,640	612,966	736,354	-
4650 Other Services and Supplies						
8000 General Fund	157,329	216,528	216,528	1,199,145	1,194,245	-
3200 Other Funds Non-Ltd	1,590,153	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5,247	60,000	60,000	61,800	61,800	-
All Funds	1,752,729	276,528	276,528	1,260,945	1,256,045	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(932,610)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	70,924	39,626	39,626	12,062,159	40,816	-
4715 IT Expendable Property						
8000 General Fund	278,866	38,137	38,137	57,300	39,282	-
3400 Other Funds Ltd	498	-	-	-	-	-
All Funds	279,364	38,137	38,137	57,300	39,282	-
SERVICES & SUPPLIES						
8000 General Fund	40,510,747	42,853,562	43,786,172	65,078,484	51,777,909	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	36,759	196,148	196,148	608,340	731,728	-
6400 Federal Funds Ltd	302,029	507,851	507,851	972,128	972,128	-
TOTAL SERVICES & SUPPLIES	**$42,670,478**	**$43,557,561**	**$44,490,171**	**$66,658,952**	**$53,481,765**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	60,591	60,591	62,409	62,409	-
5200 Technical Equipment						
8000 General Fund	7,155	-	-	730,711	-	-
5550 Data Processing Software						
8000 General Fund	-	-	-	280,000	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
5900 Other Capital Outlay						
8000 General Fund	-	-	-	2,192,134	-	-
CAPITAL OUTLAY						
8000 General Fund	7,155	60,591	60,591	3,265,254	62,409	-
TOTAL CAPITAL OUTLAY	**$7,155**	**$60,591**	**$60,591**	**$3,265,254**	**$62,409**	**-**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	-	94,245	94,245	97,072	97,072	-
6085 Other Special Payments						
8000 General Fund	-	8,359	8,359	8,610	8,610	-
SPECIAL PAYMENTS						
8000 General Fund	-	102,604	102,604	105,682	105,682	-
TOTAL SPECIAL PAYMENTS	**-**	**$102,604**	**$102,604**	**$105,682**	**$105,682**	**-**
EXPENDITURES						
8000 General Fund	57,144,592	59,734,965	61,298,134	89,038,026	70,827,378	-
3200 Other Funds Non-Ltd	1,820,943	-	-	-	-	-
3400 Other Funds Ltd	527,953	712,183	726,844	1,152,991	1,276,379	-
6400 Federal Funds Ltd	408,791	507,851	507,851	972,128	972,128	-
TOTAL EXPENDITURES	**$59,902,279**	**$60,954,999**	**$62,532,829**	**$91,163,145**	**$73,075,885**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(338,178)	-	-	-	-	-
ENDING BALANCE						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	4,523,207	4,208,986	4,194,325	2,530,395	2,530,395	-
6400 Federal Funds Ltd	-	92,149	92,149	93,679	93,679	-
TOTAL ENDING BALANCE	**$4,523,207**	**$4,301,135**	**$4,286,474**	**$2,624,074**	**$2,624,074**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	90	86	86	93	86	-
TOTAL AUTHORIZED POSITIONS	**90**	**86**	**86**	**93**	**86**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	84.07	85.50	85.50	92.50	85.50	-
8280 FTE Reconciliation	-	0.50	0.50	-	-	-
TOTAL AUTHORIZED FTE	**84.07**	**86.00**	**86.00**	**92.50**	**85.50**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	14,866	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,969,073	-	-	-	-	-
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(14,866)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	2,969,073	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$2,969,073**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,143,558	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	5,918	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	28,545	-	-	-	-	-
SALARIES & WAGES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,178,021	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,178,021**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	348	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	190,456	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	72,795	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	89,093	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	457	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	7,128	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	269,539	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	629,816	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$629,816**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	1,807,837	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$1,807,837**	**-**	**-**	**-**	**-**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	6,186	-	-	-	-	-
4150 Employee Training						
8000 General Fund	727	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	59,066	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	7	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,528	-	-	-	-	-
4325 Attorney General						
8000 General Fund	8,072	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	1,139	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	45,200	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	470	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	121	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	4,394	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,960	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	9,909	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	147,779	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$147,779**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	1,955,616	-	-	-	-	-
TOTAL EXPENDITURES	**$1,955,616**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,013,457)	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	696,170	1,202,078	1,202,078	969,881	969,881	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(205,776)	(797,029)	(797,029)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	490,394	405,049	405,049	969,881	969,881	-
TOTAL BEGINNING BALANCE	**$490,394**	**$405,049**	**$405,049**	**$969,881**	**$969,881**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,764,566	5,664,954	5,664,954	3,574,438	3,574,438	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	237,693	207,225	207,225	267,865	267,865	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	-	-	2,623,175	623,175	-
SALES INCOME						
0705 Sales Income						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	653,843	580,111	580,111	511,196	511,196	-
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	33,556	33,556	34,563	34,563	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	148,757	1,746,700	1,746,700	2,200,001	2,200,001	-
REVENUE CATEGORIES						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	-
3400 Other Funds Ltd	5,804,859	8,232,546	8,232,546	9,211,238	7,211,238	-
TOTAL REVENUE CATEGORIES	**$56,743,760**	**$57,095,746**	**$59,179,204**	**$67,597,668**	**$64,592,222**	**-**
AVAILABLE REVENUES						
8000 General Fund	50,938,901	48,863,200	50,946,658	58,386,430	57,380,984	-
3400 Other Funds Ltd	6,295,253	8,637,595	8,637,595	10,181,119	8,181,119	-
TOTAL AVAILABLE REVENUES	**$57,234,154**	**$57,500,795**	**$59,584,253**	**$68,567,549**	**$65,562,103**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	24,120,502	27,693,264	28,360,570	30,293,785	30,547,249	-
3400 Other Funds Ltd	2,560,694	3,279,327	3,462,059	4,528,225	3,495,721	-
All Funds	26,681,196	30,972,591	31,822,629	34,822,010	34,042,970	-
3160 Temporary Appointments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	197,340	30,689	30,689	31,610	31,610	-
3400 Other Funds Ltd	72,027	-	-	-	-	-
All Funds	269,367	30,689	30,689	31,610	31,610	-
3170 Overtime Payments						
8000 General Fund	249,390	440,962	213,010	219,400	219,400	-
3400 Other Funds Ltd	129,244	23,248	23,248	23,945	23,945	-
All Funds	378,634	464,210	236,258	243,345	243,345	-
3180 Shift Differential						
8000 General Fund	1,451	-	-	-	-	-
3400 Other Funds Ltd	2,180	-	-	-	-	-
All Funds	3,631	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	419,868	341,263	206,446	225,479	212,639	-
3400 Other Funds Ltd	91,878	77,111	77,111	79,424	79,424	-
All Funds	511,746	418,374	283,557	304,903	292,063	-
SALARIES & WAGES						
8000 General Fund	24,988,551	28,506,178	28,810,715	30,770,274	31,010,898	-
3400 Other Funds Ltd	2,856,023	3,379,686	3,562,418	4,631,594	3,599,090	-
TOTAL SALARIES & WAGES	**$27,844,574**	**$31,885,864**	**$32,373,133**	**$35,401,868**	**$34,609,988**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	8,240	9,106	9,026	10,238	10,282	-
3400 Other Funds Ltd	1,163	1,360	1,360	1,804	1,452	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	9,403	10,466	10,386	12,042	11,734	-
3220 Public Employees' Retire Cont						
8000 General Fund	4,533,191	5,549,853	5,685,446	6,003,274	6,050,267	-
3400 Other Funds Ltd	604,821	658,699	695,503	904,557	702,910	-
All Funds	5,138,012	6,208,552	6,380,949	6,907,831	6,753,177	-
3221 Pension Obligation Bond						
8000 General Fund	1,541,328	1,789,219	1,732,893	1,854,821	1,854,821	-
3400 Other Funds Ltd	175,921	208,431	204,907	223,088	223,088	-
All Funds	1,717,249	1,997,650	1,937,800	2,077,909	2,077,909	-
3230 Social Security Taxes						
8000 General Fund	1,887,207	2,180,134	2,233,423	2,352,246	2,370,652	-
3400 Other Funds Ltd	217,156	258,545	272,991	354,314	275,330	-
All Funds	2,104,363	2,438,679	2,506,414	2,706,560	2,645,982	-
3240 Unemployment Assessments						
8000 General Fund	10,532	35,195	35,195	37,676	38,108	-
3400 Other Funds Ltd	7,623	76	76	1,935	78	-
All Funds	18,155	35,271	35,271	39,611	38,186	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	10,098	13,432	13,314	16,054	16,123	-
3400 Other Funds Ltd	1,505	2,006	2,006	2,829	2,277	-
All Funds	11,603	15,438	15,320	18,883	18,400	-
3260 Mass Transit Tax						
8000 General Fund	115,637	176,337	176,337	184,621	186,065	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	8,479	20,278	20,278	27,789	21,594	-
All Funds	124,116	196,615	196,615	212,410	207,659	-
3270 Flexible Benefits						
8000 General Fund	6,048,106	6,950,209	6,980,096	7,011,265	7,102,849	-
3400 Other Funds Ltd	883,654	1,037,952	1,053,089	1,251,648	1,007,424	-
All Funds	6,931,760	7,988,161	8,033,185	8,262,913	8,110,273	-
OTHER PAYROLL EXPENSES						
8000 General Fund	14,154,339	16,703,485	16,865,730	17,470,195	17,629,167	-
3400 Other Funds Ltd	1,900,322	2,187,347	2,250,210	2,767,964	2,234,153	-
TOTAL OTHER PAYROLL EXPENSES	**$16,054,661**	**$18,890,832**	**$19,115,940**	**$20,238,159**	**$19,863,320**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,313,153)	(1,313,153)	(117,818)	(117,818)	-
3400 Other Funds Ltd	-	(12,641)	(12,641)	(12,220)	(12,220)	-
All Funds	-	(1,325,794)	(1,325,794)	(130,038)	(130,038)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	1,206,269	1,206,269	-	-	-
3400 Other Funds Ltd	-	184,835	184,835	-	-	-
All Funds	-	1,391,104	1,391,104	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,599,859)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(1,053,822)	(1,053,822)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	-	(121,374)	(121,374)	-	-	-
All Funds	-	(1,175,196)	(1,175,196)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(3,760,565)	(1,160,706)	(117,818)	(117,818)	-
3400 Other Funds Ltd	-	50,820	50,820	(12,220)	(12,220)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($3,709,745)**	**($1,109,886)**	**($130,038)**	**($130,038)**	**-**
PERSONAL SERVICES						
8000 General Fund	39,142,890	41,449,098	44,515,739	48,122,651	48,522,247	-
3400 Other Funds Ltd	4,756,345	5,617,853	5,863,448	7,387,338	5,821,023	-
TOTAL PERSONAL SERVICES	**$43,899,235**	**$47,066,951**	**$50,379,187**	**$55,509,989**	**$54,343,270**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	410,784	421,609	329,395	393,234	369,539	-
3400 Other Funds Ltd	6,294	27,362	27,362	40,766	28,182	-
All Funds	417,078	448,971	356,757	434,000	397,721	-
4125 Out of State Travel						
8000 General Fund	3,576	454	454	6,648	6,648	-
4150 Employee Training						
8000 General Fund	169,784	200,437	160,569	172,980	172,980	-
3400 Other Funds Ltd	-	1,024	1,024	1,055	1,055	-
All Funds	169,784	201,461	161,593	174,035	174,035	-
4175 Office Expenses						
8000 General Fund	663,897	437,155	325,727	335,546	362,759	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	11,473	110,973	110,973	172,439	114,303	-
All Funds	675,370	548,128	436,700	507,985	477,062	-
4200 Telecommunications						
8000 General Fund	1,879,800	2,377,551	1,849,561	3,430,667	3,461,401	-
4225 State Gov. Service Charges						
8000 General Fund	94	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,560,227	1,311,077	1,019,071	1,419,381	1,123,153	-
3400 Other Funds Ltd	815	8,829	8,829	13,998	9,094	-
All Funds	1,561,042	1,319,906	1,027,900	1,433,379	1,132,247	-
4275 Publicity and Publications						
8000 General Fund	2,321	2,188	2,188	17,189	17,189	-
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,977	2,188	2,188	17,189	17,189	-
4300 Professional Services						
8000 General Fund	135,898	113,780	113,780	117,898	119,789	-
3400 Other Funds Ltd	21,700	-	-	-	-	-
All Funds	157,598	113,780	113,780	117,898	119,789	-
4315 IT Professional Services						
8000 General Fund	3,212	-	-	8,000	303,365	-
3400 Other Funds Ltd	-	-	-	303,365	-	-
All Funds	3,212	-	-	311,365	303,365	-
4325 Attorney General						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	50,108	296,069	296,069	353,862	342,195	-
3400 Other Funds Ltd	3,975	2,144	2,144	2,555	2,435	-
All Funds	54,083	298,213	298,213	356,417	344,630	-
4375 Employee Recruitment and Develop						
8000 General Fund	6,469	6,288	6,288	6,476	6,476	-
4400 Dues and Subscriptions						
8000 General Fund	4,457	9,823	8,047	10,348	10,348	-
3400 Other Funds Ltd	92	512	512	527	527	-
All Funds	4,549	10,335	8,559	10,875	10,875	-
4425 Facilities Rental and Taxes						
8000 General Fund	26,102	-	-	-	-	-
3400 Other Funds Ltd	23,585	-	-	-	-	-
All Funds	49,687	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	877,479	827,087	643,200	686,898	697,586	-
3400 Other Funds Ltd	79,064	117,760	117,760	121,292	121,292	-
All Funds	956,543	944,847	760,960	808,190	818,878	-
4475 Facilities Maintenance						
8000 General Fund	1,333,041	972,173	751,481	832,779	845,266	-
3400 Other Funds Ltd	265,002	338,630	338,630	348,789	348,789	-
All Funds	1,598,043	1,310,803	1,090,111	1,181,568	1,194,055	-
4500 Food and Kitchen Supplies						
8000 General Fund	9,363	5,659	4,839	4,985	4,985	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	354,491	469,350	469,350	483,431	483,431	-
All Funds	363,854	475,009	474,189	488,416	488,416	-
4525 Medical Services and Supplies						
8000 General Fund	811	2,080	2,080	2,177	2,177	-
4550 Other Care of Residents and Patients						
8000 General Fund	49,903	53,855	41,723	37,824	37,824	-
3400 Other Funds Ltd	1,602	74,650	74,650	76,889	76,889	-
All Funds	51,505	128,505	116,373	114,713	114,713	-
4650 Other Services and Supplies						
8000 General Fund	188,027	444,682	353,008	403,217	384,992	-
3400 Other Funds Ltd	23,793	442,621	442,621	465,612	455,900	-
All Funds	211,820	887,303	795,629	868,829	840,892	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(626,963)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	87,511	71,069	59,695	88,768	91,817	-
3400 Other Funds Ltd	7,715	10,184	10,184	34,881	10,489	-
All Funds	95,226	81,253	69,879	123,649	102,306	-
4715 IT Expendable Property						
8000 General Fund	4,911,087	109,530	85,245	797,829	108,394	-
3400 Other Funds Ltd	40,647	13,320	13,320	394,313	373,721	-
All Funds	4,951,734	122,850	98,565	1,192,142	482,115	-
SERVICES & SUPPLIES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	12,373,951	7,035,603	6,052,420	9,126,706	8,468,883	-
3400 Other Funds Ltd	840,904	1,617,359	1,617,359	2,459,912	2,026,107	-
TOTAL SERVICES & SUPPLIES	**$13,214,855**	**$8,652,962**	**$7,669,779**	**$11,586,618**	**$10,494,990**	**-**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	130,157	66,524	66,524	68,520	68,520	-
5200 Technical Equipment						
8000 General Fund	70,374	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	-	255,527	255,527	263,193	263,193	-
5350 Industrial and Heavy Equipment						
8000 General Fund	169,870	12,533	12,533	12,909	12,909	-
5450 Agricultural Equip. and Mach.						
8000 General Fund	18,000	-	-	-	-	-
3400 Other Funds Ltd	15,869	-	-	-	-	-
All Funds	33,869	-	-	-	-	-
5550 Data Processing Software						
8000 General Fund	25,095	19,449	19,449	212,032	20,032	-
5600 Data Processing Hardware						
8000 General Fund	12,600	24,466	24,466	25,200	25,200	-
5700 Building Structures						
8000 General Fund	116,715	-	-	-	-	-
3400 Other Funds Ltd	33,311	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	150,026	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	403,477	-	-	555,219	-	-
3400 Other Funds Ltd	15,900	-	-	263,175	263,175	-
All Funds	419,377	-	-	818,394	263,175	-
CAPITAL OUTLAY						
8000 General Fund	946,288	378,499	378,499	1,137,073	389,854	-
3400 Other Funds Ltd	65,080	-	-	263,175	263,175	-
TOTAL CAPITAL OUTLAY	**$1,011,368**	**$378,499**	**$378,499**	**$1,400,248**	**$653,029**	**-**
EXPENDITURES						
8000 General Fund	52,463,129	48,863,200	50,946,658	58,386,430	57,380,984	-
3400 Other Funds Ltd	5,662,329	7,235,212	7,480,807	10,110,425	8,110,305	-
TOTAL EXPENDITURES	**$58,125,458**	**$56,098,412**	**$58,427,465**	**$68,496,855**	**$65,491,289**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,524,228	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	632,924	1,402,383	1,156,788	70,694	70,814	-
TOTAL ENDING BALANCE	**$632,924**	**$1,402,383**	**$1,156,788**	**$70,694**	**$70,814**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	268	263	261	275	268	-
TOTAL AUTHORIZED POSITIONS	**268**	**263**	**261**	**275**	**268**	**-**
AUTHORIZED FTE						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8250 Class/Unclass FTE Positions	259.85	262.05	260.05	271.16	266.16	-
TOTAL AUTHORIZED FTE	**259.85**	**262.05**	**260.05**	**271.16**	**266.16**	**-**

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
BEGINNING BALANCE						
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	1,280,048	-	-	-	-	-
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	30,342,746	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	247,141	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	19,873	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	780	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	244,191	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TRANSFERS IN						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	2,162,610	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	11,878	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	83,062	-	-	-	-	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	46,859	-	-	-	-	-
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	110,920	-	-	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	2,415,329	-	-	-	-	-
TOTAL TRANSFERS IN	**$2,415,329**	**-**	**-**	**-**	**-**	**-**
REVENUE CATEGORIES						
8000 General Fund	30,342,746	-	-	-	-	-
3400 Other Funds Ltd	2,927,314	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$33,727,645**	**-**	**-**	**-**	**-**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,567,711)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	30,342,746	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,639,651	-	-	-	-	-
6400 Federal Funds Ltd	457,585	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$33,439,982**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,683,328	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	96,998	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	4,248	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	36	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	80,439	-	-	-	-	-
SALARIES & WAGES						
8000 General Fund	7,865,049	-	-	-	-	-
TOTAL SALARIES & WAGES	**$7,865,049**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,004	-	-	-	-	-
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,418,904	-	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	466,941	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	593,368	-	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,208	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,546	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	35,907	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	2,065,640	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,588,518	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$4,588,518**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8000 General Fund	12,453,567	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$12,453,567**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	106,705	-	-	-	-	-
3400 Other Funds Ltd	4,484	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	111,189	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	5,441	-	-	-	-	-
3400 Other Funds Ltd	3,924	-	-	-	-	-
6400 Federal Funds Ltd	2,832	-	-	-	-	-
All Funds	12,197	-	-	-	-	-
4150 Employee Training						
8000 General Fund	23,913	-	-	-	-	-
3400 Other Funds Ltd	3,887	-	-	-	-	-
All Funds	27,800	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	277,239	-	-	-	-	-
3400 Other Funds Ltd	5,357	-	-	-	-	-
All Funds	282,596	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	100	-	-	-	-	-
4250 Data Processing						
8000 General Fund	41,044	-	-	-	-	-
6400 Federal Funds Ltd	218	-	-	-	-	-
All Funds	41,262	-	-	-	-	-
4300 Professional Services						
8000 General Fund	6,956,640	-	-	-	-	-
3400 Other Funds Ltd	739,234	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
6400 Federal Funds Ltd	76,589	-	-	-	-	-
All Funds	7,772,463	-	-	-	-	-
4325 Attorney General						
8000 General Fund	78,431	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	40	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	28,864	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	630	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	6,076	-	-	-	-	-
3400 Other Funds Ltd	1,514	-	-	-	-	-
All Funds	7,590	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	12,994	-	-	-	-	-
3400 Other Funds Ltd	14,463	-	-	-	-	-
All Funds	27,457	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	3,143,103	-	-	-	-	-
3400 Other Funds Ltd	1,597,167	-	-	-	-	-
All Funds	4,740,270	-	-	-	-	-
4550 Other Care of Residents and Patients						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	415,303	-	-	-	-	-
3400 Other Funds Ltd	161,381	-	-	-	-	-
All Funds	576,684	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	128,590	-	-	-	-	-
3400 Other Funds Ltd	7,226	-	-	-	-	-
All Funds	135,816	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,515	-	-	-	-	-
3400 Other Funds Ltd	8,907	-	-	-	-	-
All Funds	13,422	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	114,341	-	-	-	-	-
3400 Other Funds Ltd	9,045	-	-	-	-	-
All Funds	123,386	-	-	-	-	-
SERVICES & SUPPLIES						
8000 General Fund	11,343,969	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	79,639	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$13,980,197**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	4,683,127	-	-	-	-	-

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
6400 Federal Funds Ltd	377,945	-	-	-	-	-
All Funds	5,061,072	-	-	-	-	-
EXPENDITURES						
8000 General Fund	28,480,663	-	-	-	-	-
3400 Other Funds Ltd	2,556,589	-	-	-	-	-
6400 Federal Funds Ltd	457,584	-	-	-	-	-
TOTAL EXPENDITURES	**$31,494,836**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(1,862,083)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	83,062	-	-	-	-	-
6400 Federal Funds Ltd	1	-	-	-	-	-
TOTAL ENDING BALANCE	**$83,063**	**-**	**-**	**-**	**-**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	-	-	-	1,006	1,006	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,618	1,618	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	-	1,618	1,618	1,006	1,006	-
TOTAL BEGINNING BALANCE	**-**	**$1,618**	**$1,618**	**$1,006**	**$1,006**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	-
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	3,050	5,000	5,000	6,463	6,463	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,755	-	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	-
3400 Other Funds Ltd	5,805	5,000	5,000	6,463	6,463	-
TOTAL REVENUE CATEGORIES	**$12,580,612**	**$13,210,554**	**$14,033,006**	**$16,443,001**	**$14,603,169**	**-**
AVAILABLE REVENUES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	12,574,807	13,205,554	14,028,006	16,436,538	14,596,706	-
3400 Other Funds Ltd	5,805	6,618	6,618	7,469	7,469	-
TOTAL AVAILABLE REVENUES	**$12,580,612**	**$13,212,172**	**$14,034,624**	**$16,444,007**	**$14,604,175**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,749,815	7,632,228	7,961,703	9,392,844	8,341,692	-
3160 Temporary Appointments						
8000 General Fund	69,512	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	132,324	136,157	-	-	-	-
3180 Shift Differential						
8000 General Fund	255	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	120,835	86,072	-	-	-	-
SALARIES & WAGES						
8000 General Fund	7,072,741	7,854,457	7,961,703	9,392,844	8,341,692	-
TOTAL SALARIES & WAGES	**$7,072,741**	**$7,854,457**	**$7,961,703**	**$9,392,844**	**$8,341,692**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,311	2,440	2,440	3,212	2,772	-
3220 Public Employees' Retire Cont						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	1,282,592	1,530,827	1,595,864	1,834,424	1,629,132	-
3221 Pension Obligation Bond						
8000 General Fund	431,990	555,551	484,194	516,264	516,264	-
3230 Social Security Taxes						
8000 General Fund	533,406	600,865	626,752	718,547	638,135	-
3240 Unemployment Assessments						
8000 General Fund	13,540	3,272	3,272	5,261	3,370	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,870	3,599	3,599	5,037	4,347	-
3260 Mass Transit Tax						
8000 General Fund	33,536	56,567	56,675	53,956	50,051	-
3270 Flexible Benefits						
8000 General Fund	1,750,741	1,862,208	1,886,632	2,228,544	1,923,264	-
OTHER PAYROLL EXPENSES						
8000 General Fund	4,050,986	4,615,329	4,659,428	5,365,245	4,767,335	-
TOTAL OTHER PAYROLL EXPENSES	**$4,050,986**	**$4,615,329**	**$4,659,428**	**$5,365,245**	**$4,767,335**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(36,722)	(36,722)	(32,799)	(32,799)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	356,978	356,978	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(658,948)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3991 PERS Policy Adjustment						
8000 General Fund	-	(318,875)	(318,875)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(657,567)	1,381	(32,799)	(32,799)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($657,567)**	**$1,381**	**($32,799)**	**($32,799)**	**-**
PERSONAL SERVICES						
8000 General Fund	11,123,727	11,812,219	12,622,512	14,725,290	13,076,228	-
TOTAL PERSONAL SERVICES	**$11,123,727**	**$11,812,219**	**$12,622,512**	**$14,725,290**	**$13,076,228**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,178	116,765	90,403	117,983	102,253	-
3400 Other Funds Ltd	36	-	-	-	-	-
All Funds	126,214	116,765	90,403	117,983	102,253	-
4125 Out of State Travel						
8000 General Fund	4,571	2,933	2,933	5,081	5,081	-
4150 Employee Training						
8000 General Fund	262,915	180,479	140,596	130,394	130,394	-
3400 Other Funds Ltd	291	-	-	-	-	-
All Funds	263,206	180,479	140,596	130,394	130,394	-
4175 Office Expenses						
8000 General Fund	162,926	88,910	69,650	182,876	110,206	-
3400 Other Funds Ltd	158	-	-	-	-	-
All Funds	163,084	88,910	69,650	182,876	110,206	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4200 Telecommunications						
8000 General Fund	3,789	4,696	4,696	4,837	4,837	-
4250 Data Processing						
8000 General Fund	7,249	37,966	31,176	38,593	32,463	-
4275 Publicity and Publications						
8000 General Fund	2,078	1,680	1,680	3,739	3,739	-
4300 Professional Services						
8000 General Fund	19,145	407,014	407,014	420,445	420,445	-
3400 Other Funds Ltd	591	-	-	-	-	-
All Funds	19,736	407,014	407,014	420,445	420,445	-
4325 Attorney General						
8000 General Fund	464,101	498,789	498,789	594,556	566,686	-
4375 Employee Recruitment and Develop						
8000 General Fund	4,530	92,499	68,316	45,440	45,440	-
4400 Dues and Subscriptions						
8000 General Fund	993	557	557	2,634	2,634	-
4425 Facilities Rental and Taxes						
8000 General Fund	2,810	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	8,031	11,429	8,788	9,052	9,052	-
4475 Facilities Maintenance						
8000 General Fund	17,335	20,431	16,049	12,410	12,410	-
3400 Other Funds Ltd	3,650	5,000	5,000	5,150	5,150	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	20,985	25,431	21,049	17,560	17,560	-
4500 Food and Kitchen Supplies						
8000 General Fund	1,550	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	50,805	12,480	12,480	12,854	12,854	-
4550 Other Care of Residents and Patients						
8000 General Fund	1,366	804	804	828	828	-
4650 Other Services and Supplies						
8000 General Fund	21,558	25,685	20,921	41,735	29,595	-
3400 Other Funds Ltd	73	-	-	-	-	-
All Funds	21,631	25,685	20,921	41,735	29,595	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(147,429)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	12,568	4,831	4,831	35,466	4,976	-
4715 IT Expendable Property						
8000 General Fund	73,520	32,816	25,811	52,325	26,585	-
SERVICES & SUPPLIES						
8000 General Fund	1,248,018	1,393,335	1,405,494	1,711,248	1,520,478	-
3400 Other Funds Ltd	4,799	5,000	5,000	5,150	5,150	-
TOTAL SERVICES & SUPPLIES	**$1,252,817**	**$1,398,335**	**$1,410,494**	**$1,716,398**	**$1,525,628**	**-**
EXPENDITURES						
8000 General Fund	12,371,745	13,205,554	14,028,006	16,436,538	14,596,706	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	4,799	5,000	5,000	5,150	5,150	-
TOTAL EXPENDITURES	**$12,376,544**	**$13,210,554**	**$14,033,006**	**$16,441,688**	**$14,601,856**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(203,062)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1,006	1,618	1,618	2,319	2,319	-
TOTAL ENDING BALANCE	**$1,006**	**$1,618**	**$1,618**	**$2,319**	**$2,319**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	70	70	70	73	63	-
8180 Position Reconciliation	-	(2)	(2)	-	-	-
TOTAL AUTHORIZED POSITIONS	**70**	**68**	**68**	**73**	**63**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	67.75	60.50	60.50	72.50	62.50	-
TOTAL AUTHORIZED FTE	**67.75**	**60.50**	**60.50**	**72.50**	**62.50**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,702,053	2,068,709	2,068,709	353,498	353,498	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	39,124	(729,361)	(729,361)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	1,741,177	1,339,348	1,339,348	353,498	353,498	-
TOTAL BEGINNING BALANCE	**$1,741,177**	**$1,339,348**	**$1,339,348**	**$353,498**	**$353,498**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	-
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	22,906	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,023,024	1,378,912	1,378,912	870,058	870,058	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	2,372	-	-	-	-	-
CHARGES FOR SERVICES						
3400 Other Funds Ltd	1,025,396	1,378,912	1,378,912	870,058	870,058	-
TOTAL CHARGES FOR SERVICES	**$1,025,396**	**$1,378,912**	**$1,378,912**	**$870,058**	**$870,058**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	41,890	92,707	92,707	47,898	47,898	-
0510 Rents and Royalties						
3400 Other Funds Ltd	4,905	12,000	12,000	15,512	15,512	-
FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	46,795	104,707	104,707	63,410	63,410	-
TOTAL FINES, RENTS AND ROYALTIES	**$46,795**	**$104,707**	**$104,707**	**$63,410**	**$63,410**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	40	89	89	78	78	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	986	986	8,047	8,047	-
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	-	-	-	194,618	194,618	-
DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	-	986	986	202,665	202,665	-
TOTAL DONATIONS AND CONTRIBUTIONS	**-**	**$986**	**$986**	**$202,665**	**$202,665**	**-**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	-	-	-	824,974	824,974	-
FEDERAL FUNDS REVENUE						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
0995 Federal Funds						
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	591,378	596,729	596,729	87,695	87,695	-
1050 Transfer In Other						
3400 Other Funds Ltd	-	4,297,572	4,297,572	3,986,493	3,986,493	-
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	6,276,355	-	-	-	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	643,921	-	-	370,800	370,800	-
TRANSFERS IN						
3400 Other Funds Ltd	7,511,654	4,894,301	4,894,301	4,444,988	4,444,988	-
TOTAL TRANSFERS IN	**$7,511,654**	**$4,894,301**	**$4,894,301**	**$4,444,988**	**$4,444,988**	**-**
REVENUE CATEGORIES						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	-
3400 Other Funds Ltd	8,606,791	6,378,995	6,378,995	6,406,173	6,406,173	-
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	-
TOTAL REVENUE CATEGORIES	**$201,800,111**	**$241,439,621**	**$246,114,021**	**$278,378,836**	**$260,923,473**	**-**
AVAILABLE REVENUES						
8000 General Fund	192,903,387	234,768,829	239,443,229	271,672,112	254,216,749	-
3400 Other Funds Ltd	10,347,968	7,718,343	7,718,343	6,759,671	6,759,671	-
6400 Federal Funds Ltd	289,933	291,797	291,797	300,551	300,551	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
TOTAL AVAILABLE REVENUES	**$203,541,288**	**$242,778,969**	**$247,453,369**	**$278,732,334**	**$261,276,971**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	6,041,992	7,648,826	7,920,519	9,071,259	8,717,619	-
3400 Other Funds Ltd	13,872	10,990	11,179	12,573	12,573	-
All Funds	6,055,864	7,659,816	7,931,698	9,083,832	8,730,192	-
3160 Temporary Appointments						
8000 General Fund	32,954	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	2,769	9,447	9,447	9,730	9,730	-
3190 All Other Differential						
8000 General Fund	297,816	257,265	257,265	264,983	264,983	-
3400 Other Funds Ltd	1,131	-	-	-	-	-
All Funds	298,947	257,265	257,265	264,983	264,983	-
SALARIES & WAGES						
8000 General Fund	6,375,531	7,915,538	8,187,231	9,345,972	8,992,332	-
3400 Other Funds Ltd	15,003	10,990	11,179	12,573	12,573	-
TOTAL SALARIES & WAGES	**$6,390,534**	**$7,926,528**	**$8,198,410**	**$9,358,545**	**$9,004,905**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,153	2,449	2,449	2,915	2,783	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	5	4	4	4	4	-
All Funds	2,158	2,453	2,453	2,919	2,787	-
3220 Public Employees' Retire Cont						
8000 General Fund	1,313,264	1,542,733	1,608,835	1,825,256	1,756,190	-
3400 Other Funds Ltd	2,514	2,142	2,188	2,456	2,456	-
All Funds	1,315,778	1,544,875	1,611,023	1,827,712	1,758,646	-
3221 Pension Obligation Bond						
8000 General Fund	396,178	536,563	485,917	549,670	549,670	-
3400 Other Funds Ltd	893	679	666	778	778	-
All Funds	397,071	537,242	486,583	550,448	550,448	-
3230 Social Security Taxes						
8000 General Fund	479,320	603,083	623,868	713,288	686,234	-
3400 Other Funds Ltd	1,148	841	855	962	962	-
All Funds	480,468	603,924	624,723	714,250	687,196	-
3240 Unemployment Assessments						
8000 General Fund	7,336	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	2,556	3,613	3,613	4,571	4,364	-
3400 Other Funds Ltd	5	5	5	6	6	-
All Funds	2,561	3,618	3,618	4,577	4,370	-
3260 Mass Transit Tax						
8000 General Fund	4,251	52,155	52,155	56,076	53,954	-
3400 Other Funds Ltd	-	66	66	75	75	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	4,251	52,221	52,221	56,151	54,029	-
3270 Flexible Benefits						
8000 General Fund	1,599,493	1,869,635	1,894,011	2,022,275	1,930,691	-
3400 Other Funds Ltd	3,339	2,748	2,788	2,748	2,748	-
All Funds	1,602,832	1,872,383	1,896,799	2,025,023	1,933,439	-
OTHER PAYROLL EXPENSES						
8000 General Fund	3,804,551	4,610,231	4,670,848	5,174,051	4,983,886	-
3400 Other Funds Ltd	7,904	6,485	6,572	7,029	7,029	-
TOTAL OTHER PAYROLL EXPENSES	**$3,812,455**	**$4,616,716**	**$4,677,420**	**$5,181,080**	**$4,990,915**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(35,250)	(35,250)	(34,832)	(34,832)	-
3400 Other Funds Ltd	-	(42)	(42)	(43)	(43)	-
All Funds	-	(35,292)	(35,292)	(34,875)	(34,875)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	562,954	562,954	-	-	-
3400 Other Funds Ltd	-	474	474	-	-	-
All Funds	-	563,428	563,428	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(258,073)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(309,279)	(309,279)	-	-	-
3400 Other Funds Ltd	-	(391)	(391)	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
All Funds	-	(309,670)	(309,670)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(39,648)	218,425	(34,832)	(34,832)	-
3400 Other Funds Ltd	-	41	41	(43)	(43)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($39,607)**	**$218,466**	**($34,875)**	**($34,875)**	**-**
PERSONAL SERVICES						
8000 General Fund	10,180,082	12,486,121	13,076,504	14,485,191	13,941,386	-
3400 Other Funds Ltd	22,907	17,516	17,792	19,559	19,559	-
TOTAL PERSONAL SERVICES	**$10,202,989**	**$12,503,637**	**$13,094,296**	**$14,504,750**	**$13,960,945**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	126,189	40,994	40,994	48,516	43,797	-
3400 Other Funds Ltd	1,227	-	-	-	-	-
All Funds	127,416	40,994	40,994	48,516	43,797	-
4125 Out of State Travel						
8000 General Fund	3,435	9,574	9,574	9,861	9,861	-
3400 Other Funds Ltd	7,971	-	-	-	-	-
6400 Federal Funds Ltd	71	-	-	-	-	-
All Funds	11,477	9,574	9,574	9,861	9,861	-
4150 Employee Training						
8000 General Fund	40,622	28,067	28,067	28,909	28,909	-
3400 Other Funds Ltd	10,568	-	-	-	-	-
All Funds	51,190	28,067	28,067	28,909	28,909	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4175 Office Expenses						
8000 General Fund	113,310	82,955	82,955	114,512	92,711	-
3400 Other Funds Ltd	28,343	-	-	-	-	-
6400 Federal Funds Ltd	858	-	-	-	-	-
All Funds	142,511	82,955	82,955	114,512	92,711	-
4200 Telecommunications						
8000 General Fund	30,175	-	-	-	-	-
3400 Other Funds Ltd	1,755	-	-	-	-	-
All Funds	31,930	-	-	-	-	-
4250 Data Processing						
8000 General Fund	70	45,295	45,295	49,105	47,266	-
4275 Publicity and Publications						
8000 General Fund	56	647	647	666	666	-
4300 Professional Services						
8000 General Fund	145,744	133,871	133,871	138,288	138,288	-
3400 Other Funds Ltd	456,813	-	-	-	-	-
All Funds	602,557	133,871	133,871	138,288	138,288	-
4315 IT Professional Services						
8000 General Fund	17,352	-	-	-	-	-
4325 Attorney General						
8000 General Fund	24,689	129,555	129,555	154,430	147,191	-
4375 Employee Recruitment and Develop						
8000 General Fund	284	670	670	690	690	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4400 Dues and Subscriptions						
8000 General Fund	29,890	59,230	59,230	61,007	61,007	-
4425 Facilities Rental and Taxes						
8000 General Fund	286,773	-	-	-	-	-
3400 Other Funds Ltd	210	-	-	-	-	-
All Funds	286,983	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	1,794	-	-	-	-	-
3400 Other Funds Ltd	656	-	-	-	-	-
All Funds	2,450	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	26,772	9,085	9,085	9,358	9,358	-
3400 Other Funds Ltd	908	-	-	-	-	-
All Funds	27,680	9,085	9,085	9,358	9,358	-
4500 Food and Kitchen Supplies						
8000 General Fund	2,016	310	310	319	319	-
3400 Other Funds Ltd	278	-	-	-	-	-
All Funds	2,294	310	310	319	319	-
4525 Medical Services and Supplies						
8000 General Fund	542,202	-	-	-	-	-
3400 Other Funds Ltd	637,936	-	-	-	-	-
All Funds	1,180,138	-	-	-	-	-
4550 Other Care of Residents and Patients						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,573,713	899,965	899,965	926,964	926,964	-
3400 Other Funds Ltd	1,371,906	1,373,215	1,373,215	1,414,412	1,414,412	-
All Funds	4,945,619	2,273,180	2,273,180	2,341,376	2,341,376	-
4650 Other Services and Supplies						
8000 General Fund	45,683	41,687	41,687	47,794	44,152	-
3400 Other Funds Ltd	18,449	6,144	6,144	6,328	6,328	-
All Funds	64,132	47,831	47,831	54,122	50,480	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(67,896)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	5,263	45,145	45,145	55,646	49,548	-
3400 Other Funds Ltd	189	-	-	-	-	-
All Funds	5,452	45,145	45,145	55,646	49,548	-
4715 IT Expendable Property						
8000 General Fund	17,731	-	-	7,722	2,574	-
3400 Other Funds Ltd	4,761	-	-	-	-	-
All Funds	22,492	-	-	7,722	2,574	-
SERVICES & SUPPLIES						
8000 General Fund	5,033,763	1,459,154	1,527,050	1,653,787	1,603,301	-
3400 Other Funds Ltd	2,541,970	1,379,359	1,379,359	1,420,740	1,420,740	-
6400 Federal Funds Ltd	929	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$7,576,662**	**$2,838,513**	**$2,906,409**	**$3,074,527**	**$3,024,041**	**-**
CAPITAL OUTLAY						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
5150 Telecommunications Equipment						
8000 General Fund	24,100	-	-	-	-	-
5600 Data Processing Hardware						
8000 General Fund	-	48,607	48,607	50,065	50,065	-
CAPITAL OUTLAY						
8000 General Fund	24,100	48,607	48,607	50,065	50,065	-
TOTAL CAPITAL OUTLAY	**$24,100**	**$48,607**	**$48,607**	**$50,065**	**$50,065**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	177,417,414	224,791,068	224,791,068	255,483,069	238,621,997	-
3400 Other Funds Ltd	6,827,228	5,058,950	5,058,950	5,210,719	5,210,719	-
6400 Federal Funds Ltd	287,222	291,797	291,797	300,551	300,551	-
All Funds	184,531,864	230,141,815	230,141,815	260,994,339	244,133,267	-
6025 Dist to Other Gov Unit						
3400 Other Funds Ltd	-	-	-	106,369	106,369	-
6090 Undistributed (S.P.)						
8000 General Fund	-	(4,016,121)	-	-	-	-
SPECIAL PAYMENTS						
8000 General Fund	177,417,414	220,774,947	224,791,068	255,483,069	238,621,997	-
3400 Other Funds Ltd	6,827,228	5,058,950	5,058,950	5,317,088	5,317,088	-
6400 Federal Funds Ltd	287,222	291,797	291,797	300,551	300,551	-
TOTAL SPECIAL PAYMENTS	**$184,531,864**	**$226,125,694**	**$230,141,815**	**$261,100,708**	**$244,239,636**	**-**
EXPENDITURES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	192,655,359	234,768,829	239,443,229	271,672,112	254,216,749	-
3400 Other Funds Ltd	9,392,105	6,455,825	6,456,101	6,757,387	6,757,387	-
6400 Federal Funds Ltd	288,151	291,797	291,797	300,551	300,551	-
TOTAL EXPENDITURES	**$202,335,615**	**$241,516,451**	**$246,191,127**	**$278,730,050**	**$261,274,687**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	(248,028)	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	955,863	1,262,518	1,262,242	2,284	2,284	-
6400 Federal Funds Ltd	1,782	-	-	-	-	-
TOTAL ENDING BALANCE	**$957,645**	**$1,262,518**	**$1,262,242**	**$2,284**	**$2,284**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	67	61	61	66	63	-
TOTAL AUTHORIZED POSITIONS	**67**	**61**	**61**	**66**	**63**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	66.62	61.33	61.33	66.33	63.33	-
TOTAL AUTHORIZED FTE	**66.62**	**61.33**	**61.33**	**66.33**	**63.33**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	68,404	607,950	607,950	354,569	354,569	-
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
All Funds	3,715,076	607,950	607,950	354,569	354,569	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(126,447)	(209,773)	(209,773)	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	(58,043)	398,177	398,177	354,569	354,569	-
6400 Federal Funds Ltd	3,646,672	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$3,588,629**	**$398,177**	**$398,177**	**$354,569**	**$354,569**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	-
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	-	252,657	252,657	91,109	91,109	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	224,499	19,000	19,000	11,989	11,989	-
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	91,609	85,000	85,000	43,916	43,916	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	34,929	30,000	30,000	26,436	26,436	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	579,446	450,000	450,000	395,000	395,000	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	5,352,117	6,632,064	6,632,064	6,505,902	6,505,902	-
REVENUE CATEGORIES						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	-
3400 Other Funds Ltd	930,483	836,657	836,657	568,450	568,450	-
6400 Federal Funds Ltd	5,352,117	6,632,064	6,632,064	6,505,902	6,505,902	-
TOTAL REVENUE CATEGORIES	**$201,241,532**	**$207,394,979**	**$216,002,166**	**$244,473,699**	**$241,664,447**	**-**
AVAILABLE REVENUES						
8000 General Fund	194,958,932	199,926,258	208,533,445	237,399,347	234,590,095	-
3400 Other Funds Ltd	872,440	1,234,834	1,234,834	923,019	923,019	-
6400 Federal Funds Ltd	8,998,789	6,632,064	6,632,064	6,505,902	6,505,902	-
TOTAL AVAILABLE REVENUES	**$204,830,161**	**$207,793,156**	**$216,400,343**	**$244,828,268**	**$242,019,016**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	63,275,849	75,510,017	78,670,954	84,165,402	82,572,677	-
3160 Temporary Appointments						
8000 General Fund	709,984	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,489,130	950,323	950,323	1,031,101	1,031,101	-
3180 Shift Differential						
8000 General Fund	897,022	774,897	774,897	840,765	840,765	-
3190 All Other Differential						
8000 General Fund	3,717,937	2,177,256	2,177,256	2,362,322	2,362,322	-
SALARIES & WAGES						
8000 General Fund	70,089,922	79,412,493	82,573,430	88,399,590	86,806,865	-
TOTAL SALARIES & WAGES	**$70,089,922**	**$79,412,493**	**$82,573,430**	**$88,399,590**	**$86,806,865**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	18,818	22,345	22,345	25,476	24,772	-
3220 Public Employees' Retire Cont						
8000 General Fund	12,506,299	15,477,486	16,246,538	17,264,449	16,953,389	-
3221 Pension Obligation Bond						
8000 General Fund	4,095,223	4,901,571	4,821,806	5,343,055	5,343,055	-
3230 Social Security Taxes						
8000 General Fund	5,051,455	5,687,064	5,928,878	6,366,336	6,244,494	-
3240 Unemployment Assessments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	151,393	25,362	25,362	26,122	26,122	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	25,030	32,957	32,957	39,948	38,844	-
3260 Mass Transit Tax						
8000 General Fund	214,459	265,688	265,688	298,556	291,015	-
3270 Flexible Benefits						
8000 General Fund	14,191,443	16,656,840	16,879,900	17,217,792	16,790,400	-
OTHER PAYROLL EXPENSES						
8000 General Fund	36,254,120	43,069,313	44,223,474	46,581,734	45,712,091	-
TOTAL OTHER PAYROLL EXPENSES	**$36,254,120**	**$43,069,313**	**$44,223,474**	**$46,581,734**	**$45,712,091**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(3,877,895)	(3,877,895)	(338,143)	(2,038,143)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	2,832,381	2,832,381	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(2,369,034)	-	-	-	-
3991 PERS Policy Adjustment						
8000 General Fund	-	(2,670,867)	(2,670,867)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(6,085,415)	(3,716,381)	(338,143)	(2,038,143)	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($6,085,415)**	**($3,716,381)**	**($338,143)**	**($2,038,143)**	**-**
PERSONAL SERVICES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	106,344,042	116,396,391	123,080,523	134,643,181	130,480,813	-
TOTAL PERSONAL SERVICES	**$106,344,042**	**$116,396,391**	**$123,080,523**	**$134,643,181**	**$130,480,813**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	355,883	338,801	338,801	378,002	355,256	-
4125 Out of State Travel						
8000 General Fund	3,608	-	-	-	-	-
4150 Employee Training						
8000 General Fund	106,669	104,144	104,144	207,272	207,272	-
4175 Office Expenses						
8000 General Fund	1,124,004	974,538	974,538	1,140,871	1,051,078	-
3400 Other Funds Ltd	57	-	-	-	-	-
All Funds	1,124,061	974,538	974,538	1,140,871	1,051,078	-
4200 Telecommunications						
8000 General Fund	571,309	-	-	-	-	-
6400 Federal Funds Ltd	257,382	315,654	315,654	325,124	325,124	-
All Funds	828,691	315,654	315,654	325,124	325,124	-
4250 Data Processing						
8000 General Fund	4,800	9,881	9,881	2,316,955	2,308,091	-
4300 Professional Services						
8000 General Fund	802,335	-	-	200,000	200,000	-
4315 IT Professional Services						
8000 General Fund	8,365	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4375 Employee Recruitment and Develop						
8000 General Fund	46,363	3,824	3,824	3,939	3,939	-
4400 Dues and Subscriptions						
8000 General Fund	22,787	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	416,315	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	37,677	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	152,191	87,119	87,119	90,061	91,759	-
4500 Food and Kitchen Supplies						
8000 General Fund	21,526	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	82,995,919	83,886,799	83,886,799	97,790,568	99,365,288	-
3400 Other Funds Ltd	475,753	561,676	561,676	625,144	625,144	-
6400 Federal Funds Ltd	6,041,410	6,253,705	6,253,705	4,112,304	4,112,304	-
All Funds	89,513,082	90,702,180	90,702,180	102,528,016	104,102,736	-
4550 Other Care of Residents and Patients						
8000 General Fund	118,769	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	865,437	21,591	21,591	44,649	27,095	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(1,923,055)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4700 Expendable Prop 250 - 5000						
8000 General Fund	656,713	6,268	6,268	64,387	18,652	-
4715 IT Expendable Property						
8000 General Fund	206,975	19,957	19,957	519,462	480,852	-
SERVICES & SUPPLIES						
8000 General Fund	88,517,645	83,529,867	85,452,922	102,756,166	104,109,282	-
3400 Other Funds Ltd	475,810	561,676	561,676	625,144	625,144	-
6400 Federal Funds Ltd	6,298,792	6,569,359	6,569,359	4,437,428	4,437,428	-
TOTAL SERVICES & SUPPLIES	**$95,292,247**	**$90,660,902**	**$92,583,957**	**$107,818,738**	**$109,171,854**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	159,498	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	716,426	-	-	-	-	-
5350 Industrial and Heavy Equipment						
8000 General Fund	9,479	-	-	-	-	-
5700 Building Structures						
8000 General Fund	28,118	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	311,213	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
All Funds	836,050	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
CAPITAL OUTLAY						
8000 General Fund	1,224,734	-	-	-	-	-
3400 Other Funds Ltd	96,409	-	-	-	-	-
6400 Federal Funds Ltd	428,428	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,749,571**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	196,086,421	199,926,258	208,533,445	237,399,347	234,590,095	-
3400 Other Funds Ltd	572,219	561,676	561,676	625,144	625,144	-
6400 Federal Funds Ltd	6,727,220	6,569,359	6,569,359	4,437,428	4,437,428	-
TOTAL EXPENDITURES	**$203,385,860**	**$207,057,293**	**$215,664,480**	**$242,461,919**	**$239,652,667**	**-**
REVERSIONS						
9900 Reversions						
8000 General Fund	1,127,489	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	300,221	673,158	673,158	297,875	297,875	-
6400 Federal Funds Ltd	2,271,569	62,705	62,705	2,068,474	2,068,474	-
TOTAL ENDING BALANCE	**$2,571,790**	**$735,863**	**$735,863**	**$2,366,349**	**$2,366,349**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	559	559	559	579	563	-
TOTAL AUTHORIZED POSITIONS	**559**	**559**	**559**	**579**	**563**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	524.72	539.63	539.63	558.45	543.99	-
TOTAL AUTHORIZED FTE	**524.72**	**539.63**	**539.63**	**558.45**	**543.99**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,270,973	436,253	436,253	414,973	414,973	-
6400 Federal Funds Ltd	-	4,080	4,080	-	-	-
All Funds	1,270,973	440,333	440,333	414,973	414,973	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(1,256,107)	799,517	799,517	-	-	-
6400 Federal Funds Ltd	-	(4,080)	(4,080)	-	-	-
All Funds	(1,256,107)	795,437	795,437	-	-	-
BEGINNING BALANCE						
3400 Other Funds Ltd	14,866	1,235,770	1,235,770	414,973	414,973	-
6400 Federal Funds Ltd	-	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$14,866**	**$1,235,770**	**$1,235,770**	**$414,973**	**$414,973**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	304,613	1,158,547	1,158,547	579,294	579,294	-
0415 Admin and Service Charges						
3400 Other Funds Ltd	185,079	-	-	-	-	-
CHARGES FOR SERVICES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	489,692	1,158,547	1,158,547	579,294	579,294	-
TOTAL CHARGES FOR SERVICES	**$489,692**	**$1,158,547**	**$1,158,547**	**$579,294**	**$579,294**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	12,331	17,672	17,672	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	30,794	71,923	71,923	63,379	63,379	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	1,504	735	735	5,998	5,998	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	302,154	798,168	798,168	7,486,070	7,486,070	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	3,570,370	6,822,625	6,822,625	1,002,652	1,002,652	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	12,867	25,329	25,329	26,000	26,000	-
1213 Tsfr From Criminal Justice Comm						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	139,084	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	-	-	-	189,850	189,850	-
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	166,206	202,014	202,014	208,074	208,074	-
1586 Tsfr From Comm Coll/Wkfrc Dev						
3400 Other Funds Ltd	88,700	184,320	184,320	-	-	-
TRANSFERS IN						
3400 Other Funds Ltd	3,977,227	7,234,288	7,234,288	1,426,576	1,426,576	-
TOTAL TRANSFERS IN	**$3,977,227**	**$7,234,288**	**$7,234,288**	**$1,426,576**	**$1,426,576**	**-**
REVENUE CATEGORIES						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	-
3400 Other Funds Ltd	4,813,702	9,281,333	9,281,333	9,561,317	9,561,317	-
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$35,888,466**	**$70,640,903**	**$72,892,110**	**$78,465,056**	**$76,940,510**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(63,411)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	31,064,372	61,359,570	63,610,777	68,903,739	67,379,193	-
3400 Other Funds Ltd	4,765,157	10,517,103	10,517,103	9,976,290	9,976,290	-
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$35,839,921**	**$71,876,673**	**$74,127,880**	**$78,880,029**	**$77,355,483**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	9,299,672	21,037,788	21,764,410	23,419,896	22,690,224	-
3400 Other Funds Ltd	59,801	-	512	-	-	-
All Funds	9,359,473	21,037,788	21,764,922	23,419,896	22,690,224	-
3160 Temporary Appointments						
8000 General Fund	100,595	359,179	359,179	369,955	369,955	-
3400 Other Funds Ltd	360	-	-	-	-	-
All Funds	100,955	359,179	359,179	369,955	369,955	-
3170 Overtime Payments						
8000 General Fund	42,704	183,071	183,071	188,564	188,564	-
3180 Shift Differential						
3400 Other Funds Ltd	-	325	325	-	-	-
3190 All Other Differential						
8000 General Fund	77,979	154,518	154,518	159,154	159,154	-
3400 Other Funds Ltd	3,034	15,136	15,136	-	-	-
All Funds	81,013	169,654	169,654	159,154	159,154	-
SALARIES & WAGES						
8000 General Fund	9,520,950	21,734,556	22,461,178	24,137,569	23,407,897	-
3400 Other Funds Ltd	63,195	15,461	15,973	-	-	-
TOTAL SALARIES & WAGES	**$9,584,145**	**$21,750,017**	**$22,477,151**	**$24,137,569**	**$23,407,897**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,522	7,760	7,760	8,844	8,580	-
3400 Other Funds Ltd	20	-	-	-	-	-
All Funds	3,542	7,760	7,760	8,844	8,580	-
3220 Public Employees' Retire Cont						
8000 General Fund	1,794,166	4,166,042	4,270,749	4,641,808	4,499,303	-
3400 Other Funds Ltd	9,821	3,014	3,088	-	-	-
All Funds	1,803,987	4,169,056	4,273,837	4,641,808	4,499,303	-
3221 Pension Obligation Bond						
8000 General Fund	587,795	1,290,359	1,295,395	1,411,724	1,411,724	-
3400 Other Funds Ltd	3,991	933	937	-	-	-
All Funds	591,786	1,291,292	1,296,332	1,411,724	1,411,724	-
3230 Social Security Taxes						
8000 General Fund	715,079	1,662,676	1,718,262	1,844,832	1,789,012	-
3400 Other Funds Ltd	4,780	1,183	1,222	-	-	-
All Funds	719,859	1,663,859	1,719,484	1,844,832	1,789,012	-
3240 Unemployment Assessments						
8000 General Fund	-	20,539	20,539	21,449	21,230	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	4,455	11,446	11,446	13,869	13,455	-
3400 Other Funds Ltd	26	-	-	-	-	-
All Funds	4,481	11,446	11,446	13,869	13,455	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3260 Mass Transit Tax						
8000 General Fund	44,421	129,012	129,012	144,825	140,447	-
3400 Other Funds Ltd	377	93	93	-	-	-
All Funds	44,798	129,105	129,105	144,825	140,447	-
3270 Flexible Benefits						
8000 General Fund	2,611,716	5,922,432	5,999,953	6,136,128	5,952,960	-
3400 Other Funds Ltd	17,369	-	59	-	-	-
All Funds	2,629,085	5,922,432	6,000,012	6,136,128	5,952,960	-
3280 Other OPE						
8000 General Fund	14	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	5,761,168	13,210,266	13,453,116	14,223,479	13,836,711	-
3400 Other Funds Ltd	36,384	5,223	5,399	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$5,797,552**	**$13,215,489**	**$13,458,515**	**$14,223,479**	**$13,836,711**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,084,435)	(1,084,435)	(90,987)	(90,987)	-
3465 Reconciliation Adjustment						
8000 General Fund	-	940,449	940,449	-	-	-
3400 Other Funds Ltd	-	665	665	-	-	-
All Funds	-	941,114	941,114	-	-	-
3470 Undistributed (P.S.)						
8000 General Fund	-	(621,641)	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3991 PERS Policy Adjustment						
8000 General Fund	-	(761,633)	(761,633)	-	-	-
3400 Other Funds Ltd	-	(550)	(550)	-	-	-
All Funds	-	(762,183)	(762,183)	-	-	-
P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,527,260)	(905,619)	(90,987)	(90,987)	-
3400 Other Funds Ltd	-	115	115	-	-	-
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,527,145)**	**($905,504)**	**($90,987)**	**($90,987)**	**-**
PERSONAL SERVICES						
8000 General Fund	15,282,118	33,417,562	35,008,675	38,270,061	37,153,621	-
3400 Other Funds Ltd	99,579	20,799	21,487	-	-	-
TOTAL PERSONAL SERVICES	**$15,381,697**	**$33,438,361**	**$35,030,162**	**$38,270,061**	**$37,153,621**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	78,926	254,075	254,075	278,102	268,664	-
3400 Other Funds Ltd	5,493	136,847	136,847	-	-	-
All Funds	84,419	390,922	390,922	278,102	268,664	-
4125 Out of State Travel						
8000 General Fund	209	13,297	13,297	13,855	13,855	-
3400 Other Funds Ltd	1,584	1,828	1,828	1,883	1,883	-
All Funds	1,793	15,125	15,125	15,738	15,738	-
4150 Employee Training						
8000 General Fund	17,896	79,244	79,244	82,871	82,871	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,098	17,341	17,341	12,440	12,440	-
All Funds	19,994	96,585	96,585	95,311	95,311	-
4175 Office Expenses						
8000 General Fund	355,257	969,753	969,753	1,105,511	1,078,022	-
3400 Other Funds Ltd	26,006	32,136	32,136	16,836	16,836	-
All Funds	381,263	1,001,889	1,001,889	1,122,347	1,094,858	-
4200 Telecommunications						
8000 General Fund	93,814	150,556	150,556	156,158	158,662	-
3400 Other Funds Ltd	50	3,122	3,122	83	83	-
All Funds	93,864	153,678	153,678	156,241	158,745	-
4225 State Gov. Service Charges						
3400 Other Funds Ltd	489	-	-	-	-	-
4250 Data Processing						
8000 General Fund	46,121	116,008	116,008	126,544	124,793	-
3400 Other Funds Ltd	-	4,944	4,944	106	106	-
All Funds	46,121	120,952	120,952	126,650	124,899	-
4275 Publicity and Publications						
8000 General Fund	-	3,708	3,708	3,870	3,870	-
4300 Professional Services						
8000 General Fund	10,568,042	15,775,088	15,775,088	16,496,898	16,219,658	-
3400 Other Funds Ltd	291,796	3,205,640	3,205,640	3,311,426	3,311,426	-
6400 Federal Funds Ltd	10,392	-	-	-	-	-
All Funds	10,870,230	18,980,728	18,980,728	19,808,324	19,531,084	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4325 Attorney General						
8000 General Fund	159,619	401,164	401,164	479,470	463,659	-
4375 Employee Recruitment and Develop						
8000 General Fund	-	8,407	8,407	8,775	8,775	-
3400 Other Funds Ltd	-	3,158	3,158	-	-	-
All Funds	-	11,565	11,565	8,775	8,775	-
4400 Dues and Subscriptions						
8000 General Fund	-	3,298	3,298	3,444	3,444	-
4425 Facilities Rental and Taxes						
8000 General Fund	265	-	-	-	-	-
3400 Other Funds Ltd	285	-	-	-	-	-
All Funds	550	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	10	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	8,007	24,214	24,214	25,275	25,275	-
3400 Other Funds Ltd	993	105,267	105,267	-	-	-
All Funds	9,000	129,481	129,481	25,275	25,275	-
4500 Food and Kitchen Supplies						
8000 General Fund	12,362	145	145	151	151	-
3400 Other Funds Ltd	7,972	-	-	-	-	-
All Funds	20,334	145	145	151	151	-
4525 Medical Services and Supplies						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8000 General Fund	3,831,174	7,627,947	7,627,947	8,010,864	8,137,621	-
3400 Other Funds Ltd	1,721,286	5,066,747	5,066,747	5,299,204	5,299,204	-
All Funds	5,552,460	12,694,694	12,694,694	13,310,068	13,436,825	-
4550 Other Care of Residents and Patients						
8000 General Fund	1,053,312	1,454,567	1,454,567	1,601,892	1,626,061	-
3400 Other Funds Ltd	299,373	702,016	702,016	581,505	581,505	-
All Funds	1,352,685	2,156,583	2,156,583	2,183,397	2,207,566	-
4650 Other Services and Supplies						
8000 General Fund	43,954	554,668	554,668	791,056	792,987	-
3400 Other Funds Ltd	121,458	237,341	237,341	233,618	233,618	-
All Funds	165,412	792,009	792,009	1,024,674	1,026,605	-
4675 Undistributed (S.S.)						
8000 General Fund	-	(660,094)	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	11,240	731,556	731,556	783,135	764,841	-
3400 Other Funds Ltd	451	43,806	43,806	23,436	23,436	-
All Funds	11,691	775,362	775,362	806,571	788,277	-
4715 IT Expendable Property						
8000 General Fund	166,501	434,407	434,407	665,807	452,363	-
3400 Other Funds Ltd	18,117	36,844	36,844	-	-	-
All Funds	184,618	471,251	471,251	665,807	452,363	-
SERVICES & SUPPLIES						
8000 General Fund	16,446,709	27,942,008	28,602,102	30,633,678	30,225,572	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3400 Other Funds Ltd	2,497,451	9,597,037	9,597,037	9,480,537	9,480,537	-
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$18,954,552**	**$37,539,045**	**$38,199,139**	**$40,114,215**	**$39,706,109**	**-**
CAPITAL OUTLAY						
5200 Technical Equipment						
3400 Other Funds Ltd	15,000	-	-	-	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	-	-	29,619	29,619	-
5550 Data Processing Software						
3400 Other Funds Ltd	-	28,756	28,756	-	-	-
CAPITAL OUTLAY						
3400 Other Funds Ltd	15,000	28,756	28,756	29,619	29,619	-
TOTAL CAPITAL OUTLAY	**$15,000**	**$28,756**	**$28,756**	**$29,619**	**$29,619**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	587,066	-	-	-	-	-
3400 Other Funds Ltd	169,540	-	-	-	-	-
All Funds	756,606	-	-	-	-	-
EXPENDITURES						
8000 General Fund	32,315,893	61,359,570	63,610,777	68,903,739	67,379,193	-
3400 Other Funds Ltd	2,781,570	9,646,592	9,647,280	9,510,156	9,510,156	-
6400 Federal Funds Ltd	10,392	-	-	-	-	-
TOTAL EXPENDITURES	**$35,107,855**	**$71,006,162**	**$73,258,057**	**$78,413,895**	**$76,889,349**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
REVERSIONS						
9900 Reversions						
8000 General Fund	1,251,521	-	-	-	-	-
ENDING BALANCE						
3400 Other Funds Ltd	1,983,587	870,511	869,823	466,134	466,134	-
TOTAL ENDING BALANCE	**$1,983,587**	**$870,511**	**$869,823**	**$466,134**	**$466,134**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	194	194	194	201	195	-
TOTAL AUTHORIZED POSITIONS	**194**	**194**	**194**	**201**	**195**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	186.32	192.50	192.50	199.50	193.50	-
TOTAL AUTHORIZED FTE	**186.32**	**192.50**	**192.50**	**199.50**	**193.50**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
BEGINNING BALANCE						
0025 Beginning Balance						
3430 Other Funds Debt Svc Ltd	1,167,607	-	-	755,039	755,039	-
0030 Beginning Balance Adjustment						
3430 Other Funds Debt Svc Ltd	(1,167,607)	817,808	817,808	-	-	-
BEGINNING BALANCE						
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	-
TOTAL BEGINNING BALANCE	**-**	**$817,808**	**$817,808**	**$755,039**	**$755,039**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-
BOND SALES						
0575 Refunding Bonds						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
TRANSFERS IN						
1010 Transfer In - Intrafund						
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
REVENUE CATEGORIES						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	1,826,394	-	-	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
TOTAL REVENUE CATEGORIES	**$479,739,837**	**$130,973,000**	**$130,973,000**	**$132,042,378**	**$132,160,442**	**-**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3430 Other Funds Debt Svc Ltd	(1,826,394)	-	-	-	-	-
AVAILABLE REVENUES						
8030 General Fund Debt Svc	131,697,791	129,710,174	129,710,174	130,779,552	130,897,616	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	817,808	817,808	755,039	755,039	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,825	1,262,826	1,262,826	1,262,826	1,262,826	-
TOTAL AVAILABLE REVENUES	**$477,913,443**	**$131,790,808**	**$131,790,808**	**$132,797,417**	**$132,915,481**	**-**
EXPENDITURES						
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	14,760,411	32,645,120	32,645,120	41,784,355	42,624,355	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	18,291,128	21,595,750	21,595,750	31,452,157	31,849,716	-
7200 Principal - COP						
8030 General Fund Debt Svc	64,117,629	47,412,800	47,412,800	45,548,245	45,548,245	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
All Funds	64,117,629	48,227,800	48,227,800	45,548,245	45,548,245	-
7250 Interest - COP						
8030 General Fund Debt Svc	33,189,997	28,056,504	28,056,504	11,994,795	10,875,300	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
All Funds	34,422,822	29,319,330	29,319,330	13,114,290	11,994,795	-
DEBT SERVICE						
8030 General Fund Debt Svc	130,359,165	129,710,174	129,710,174	130,779,552	130,897,616	-
3230 Other Funds Debt Svc Non-Ltd	344,952,827	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	815,000	815,000	-	-	-
6230 Federal Funds Debt Svc Non-Ltd	1,232,825	1,262,826	1,262,826	1,119,495	1,119,495	-
TOTAL DEBT SERVICE	**$476,544,817**	**$131,788,000**	**$131,788,000**	**$131,899,047**	**$132,017,111**	**-**
REVERSIONS						
9900 Reversions						
8030 General Fund Debt Svc	(1,338,626)	-	-	-	-	-
ENDING BALANCE						
3430 Other Funds Debt Svc Ltd	-	2,808	2,808	755,039	755,039	-
6230 Federal Funds Debt Svc Non-Ltd	30,000	-	-	143,331	143,331	-
TOTAL ENDING BALANCE	**$30,000**	**$2,808**	**$2,808**	**$898,370**	**$898,370**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
TRANSFERS IN						
1330 Tsfr From Energy, Dept of						
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
REVENUE CATEGORIES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL REVENUE CATEGORIES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**-**
AVAILABLE REVENUES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**-**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8010 General Fund Cap Improvement	2,717	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
All Funds	11,583	-	-	-	-	-
3160 Temporary Appointments						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	35,839	-	-	-	-	-
3170 Overtime Payments						
8010 General Fund Cap Improvement	8,519	-	-	-	-	-
3180 Shift Differential						
8010 General Fund Cap Improvement	16	-	-	-	-	-
3190 All Other Differential						
8010 General Fund Cap Improvement	40	-	-	-	-	-
SALARIES & WAGES						
8010 General Fund Cap Improvement	47,131	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL SALARIES & WAGES	**$55,997**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8010 General Fund Cap Improvement	1	-	-	-	-	-
3220 Public Employees' Retire Cont						
8010 General Fund Cap Improvement	1,934	-	-	-	-	-
3221 Pension Obligation Bond						
8010 General Fund Cap Improvement	603	-	-	-	-	-
3230 Social Security Taxes						
8010 General Fund Cap Improvement	3,548	-	-	-	-	-
3240 Unemployment Assessments						
8010 General Fund Cap Improvement	177	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	41	-	-	-	-	-
3260 Mass Transit Tax						
8010 General Fund Cap Improvement	167	-	-	-	-	-
3270 Flexible Benefits						
8010 General Fund Cap Improvement	751	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8010 General Fund Cap Improvement	7,222	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$7,222**	**-**	**-**	**-**	**-**	**-**
PERSONAL SERVICES						
8010 General Fund Cap Improvement	54,353	-	-	-	-	-
3010 Other Funds Cap Improvement	8,866	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$63,219**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8010 General Fund Cap Improvement	31,988	-	-	-	-	-
4125 Out of State Travel						
8010 General Fund Cap Improvement	576	-	-	-	-	-
4150 Employee Training						
8010 General Fund Cap Improvement	3,796	-	-	-	-	-
4175 Office Expenses						
8010 General Fund Cap Improvement	83,450	-	-	-	-	-
4200 Telecommunications						
8010 General Fund Cap Improvement	2,440	-	-	-	-	-

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
4300 Professional Services						
8010 General Fund Cap Improvement	510,226	-	-	-	-	-
4325 Attorney General						
8010 General Fund Cap Improvement	4,104	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
All Funds	5,205	-	-	-	-	-
4375 Employee Recruitment and Develop						
8010 General Fund Cap Improvement	20	-	-	-	-	-
4400 Dues and Subscriptions						
8010 General Fund Cap Improvement	529	-	-	-	-	-
4475 Facilities Maintenance						
8010 General Fund Cap Improvement	1,122,965	-	-	-	-	-
4500 Food and Kitchen Supplies						
8010 General Fund Cap Improvement	35	-	-	-	-	-
4550 Other Care of Residents and Patients						
8010 General Fund Cap Improvement	180	-	-	-	-	-
4650 Other Services and Supplies						
8010 General Fund Cap Improvement	14,096	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8010 General Fund Cap Improvement	7,934	-	-	-	-	-
4715 IT Expendable Property						
8010 General Fund Cap Improvement	66,957	-	-	-	-	-
SERVICES & SUPPLIES						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8010 General Fund Cap Improvement	1,849,296	-	-	-	-	-
3010 Other Funds Cap Improvement	1,101	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,850,397**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5200 Technical Equipment						
8010 General Fund Cap Improvement	43,128	-	-	-	-	-
5250 Household and Institutional Equip.						
8010 General Fund Cap Improvement	22,868	-	-	-	-	-
5350 Industrial and Heavy Equipment						
8010 General Fund Cap Improvement	25,479	-	-	-	-	-
5650 Land and Improvements						
8010 General Fund Cap Improvement	-	2,645,791	2,645,791	2,670,660	2,670,660	-
5700 Building Structures						
8010 General Fund Cap Improvement	373,725	-	-	-	-	-
3010 Other Funds Cap Improvement	350,071	-	-	-	-	-
All Funds	723,796	-	-	-	-	-
5800 Professional Services						
8010 General Fund Cap Improvement	-	52,884	52,884	53,381	53,381	-
5900 Other Capital Outlay						
8010 General Fund Cap Improvement	266,576	-	-	-	-	-
3010 Other Funds Cap Improvement	32,083	-	-	-	-	-
All Funds	298,659	-	-	-	-	-
5950 Undistributed (C.O.)						

Description	*2011-13 Actuals*	*2013-15 Leg Adopted Budget*	*2013-15 Leg Approved Budget*	*2015-17 Agency Request Budget*	*2015-17 Governor's Budget*	*2015-17 Leg Adopted Budget*
8010 General Fund Cap Improvement	-	(53,975)	(53,975)	-	-	-
CAPITAL OUTLAY						
8010 General Fund Cap Improvement	731,776	2,644,700	2,644,700	2,724,041	2,724,041	-
3010 Other Funds Cap Improvement	382,154	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$1,113,930**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**-**
EXPENDITURES						
8010 General Fund Cap Improvement	2,635,425	2,644,700	2,644,700	2,724,041	2,724,041	-
3010 Other Funds Cap Improvement	392,121	-	-	-	-	-
TOTAL EXPENDITURES	**$3,027,546**	**$2,644,700**	**$2,644,700**	**$2,724,041**	**$2,724,041**	**-**

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
TOTAL AVAILABLE REVENUES	**-**	**$4,961,000**	**$4,961,000**	**$19,787,113**	**$26,467,130**	**-**
EXPENDITURES						
SERVICES & SUPPLIES						
4650 Other Services and Supplies						
3020 Other Funds Cap Construction	-	-	-	465,314	465,314	-
CAPITAL OUTLAY						
5700 Building Structures						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	19,321,799	-
5800 Professional Services						
3020 Other Funds Cap Construction	-	-	-	-	6,680,017	-
CAPITAL OUTLAY						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,321,799	26,001,816	-
TOTAL CAPITAL OUTLAY	**-**	**$4,961,000**	**$4,961,000**	**$19,321,799**	**$26,001,816**	**-**
EXPENDITURES						
3020 Other Funds Cap Construction	-	4,961,000	4,961,000	19,787,113	26,467,130	-
TOTAL EXPENDITURES	**-**	**$4,961,000**	**$4,961,000**	**$19,787,113**	**$26,467,130**	**-**
AUTHORIZED POSITIONS						

Description	2011-13 Actuals	2013-15 Leg Adopted Budget	2013-15 Leg Approved Budget	2015-17 Agency Request Budget	2015-17 Governor's Budget	2015-17 Leg Adopted Budget
8150 Class/Unclass Positions	2	-	-	-	-	-
TOTAL AUTHORIZED POSITIONS	**2**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.00	-	-	-	-	-
TOTAL AUTHORIZED FTE	**2.00**	**-**	**-**	**-**	**-**	**-**

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	2,244,404	2,244,404	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	686,381,252	686,381,252	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	3,354,280	3,354,280	0	-
0415 Admin and Service Charges				
3400 Other Funds Ltd	510,974	510,974	0	-
TOTAL CHARGES FOR SERVICES				
3400 Other Funds Ltd	3,865,254	3,865,254	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	26,343	26,343	0	-
INTEREST EARNINGS				
0605 Interest Income				
3400 Other Funds Ltd	12,994	12,994	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	1,170,838	1,170,838	0	-
OTHER				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
0975 Other Revenues				
3400 Other Funds Ltd	2,452,390	2,452,390	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	266,295	266,295	0	-
TOTAL REVENUES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	7,794,114	7,794,114	0	-
TOTAL REVENUES	**$694,175,366**	**$694,175,366**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	10,038,518	10,038,518	0	-
TOTAL AVAILABLE REVENUES	**$696,419,770**	**$696,419,770**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	353,592,057	353,543,441	(48,616)	-0.01%
3400 Other Funds Ltd	1,890,960	1,893,840	2,880	0.15%
All Funds	355,483,017	355,437,281	(45,736)	-0.01%
3170 Overtime Payments				
8000 General Fund	14,108,538	14,108,538	0	-
3400 Other Funds Ltd	543,238	543,238	0	-
All Funds	14,651,776	14,651,776	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3180 Shift Differential				
8000 General Fund	2,593,725	2,593,725	0	-
3400 Other Funds Ltd	10,170	10,170	0	-
All Funds	2,603,895	2,603,895	0	-
3190 All Other Differential				
8000 General Fund	16,377,387	16,377,387	0	-
3400 Other Funds Ltd	82,289	82,289	0	-
All Funds	16,459,676	16,459,676	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	386,671,707	386,623,091	(48,616)	-0.01%
3400 Other Funds Ltd	2,526,657	2,529,537	2,880	0.11%
TOTAL SALARIES & WAGES	**$389,198,364**	**$389,152,628**	**($45,736)**	**-0.01%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	142,516	142,472	(44)	-0.03%
3400 Other Funds Ltd	880	880	0	-
All Funds	143,396	143,352	(44)	-0.03%
3220 Public Employees' Retire Cont				
8000 General Fund	75,517,295	75,507,800	(9,495)	-0.01%
3400 Other Funds Ltd	493,454	494,017	563	0.11%
All Funds	76,010,749	76,001,817	(8,932)	-0.01%
3221 Pension Obligation Bond				
8000 General Fund	22,201,565	22,201,565	0	-
3400 Other Funds Ltd	144,877	144,877	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	22,346,442	22,346,442	0	-
3230 Social Security Taxes				
8000 General Fund	29,570,532	29,566,812	(3,720)	-0.01%
3400 Other Funds Ltd	193,290	193,510	220	0.11%
All Funds	29,763,822	29,760,322	(3,500)	-0.01%
3240 Unemployment Assessments				
8000 General Fund	215,459	215,459	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	223,491	223,422	(69)	-0.03%
3400 Other Funds Ltd	1,380	1,380	0	-
All Funds	224,871	224,802	(69)	-0.03%
3260 Mass Transit Tax				
8000 General Fund	961,785	961,785	0	-
3400 Other Funds Ltd	11,612	11,612	0	-
All Funds	973,397	973,397	0	-
3270 Flexible Benefits				
8000 General Fund	98,452,800	98,422,272	(30,528)	-0.03%
3400 Other Funds Ltd	610,560	610,560	0	-
All Funds	99,063,360	99,032,832	(30,528)	-0.03%
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	227,285,443	227,241,587	(43,856)	-0.02%
3400 Other Funds Ltd	1,456,053	1,456,836	783	0.05%
TOTAL OTHER PAYROLL EXPENSES	**$228,741,496**	**$228,698,423**	**($43,073)**	**-0.02%**
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	(21,959,174)	(21,959,174)	0	-
3400 Other Funds Ltd	(6,761)	(6,761)	0	-
All Funds	(21,965,935)	(21,965,935)	0	-
3465 Reconciliation Adjustment				
8000 General Fund	-	92,472	92,472	100.00%
3400 Other Funds Ltd	-	(3,663)	(3,663)	100.00%
All Funds	-	88,809	88,809	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(21,959,174)	(21,866,702)	92,472	0.42%
3400 Other Funds Ltd	(6,761)	(10,424)	(3,663)	-54.18%
TOTAL P.S. BUDGET ADJUSTMENTS	**($21,965,935)**	**($21,877,126)**	**$88,809**	**0.40%**
TOTAL PERSONAL SERVICES				
8000 General Fund	591,997,976	591,997,976	0	-
3400 Other Funds Ltd	3,975,949	3,975,949	0	-
TOTAL PERSONAL SERVICES	**$595,973,925**	**$595,973,925**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,977,640	1,977,640	0	-
3400 Other Funds Ltd	231,541	231,541	0	-
All Funds	2,209,181	2,209,181	0	-
4125 Out of State Travel				
8000 General Fund	127,517	127,517	0	-
3400 Other Funds Ltd	35,980	35,980	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	163,497	163,497	0	-
4150 Employee Training				
8000 General Fund	397,763	397,763	0	-
3400 Other Funds Ltd	2,912	2,912	0	-
All Funds	400,675	400,675	0	-
4175 Office Expenses				
8000 General Fund	3,059,560	3,059,560	0	-
3400 Other Funds Ltd	150,457	150,457	0	-
All Funds	3,210,017	3,210,017	0	-
4200 Telecommunications				
8000 General Fund	5,074	5,074	0	-
3400 Other Funds Ltd	21,002	21,002	0	-
All Funds	26,076	26,076	0	-
4250 Data Processing				
8000 General Fund	303,038	303,038	0	-
3400 Other Funds Ltd	34,753	34,753	0	-
All Funds	337,791	337,791	0	-
4275 Publicity and Publications				
8000 General Fund	9,760	9,760	0	-
4300 Professional Services				
8000 General Fund	2,322,412	2,322,412	0	-
4325 Attorney General				
8000 General Fund	247,648	247,648	0	-
3400 Other Funds Ltd	5,621	5,621	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	253,269	253,269	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	185,527	185,527	0	-
3400 Other Funds Ltd	472	472	0	-
All Funds	185,999	185,999	0	-
4400 Dues and Subscriptions				
8000 General Fund	9,976	9,976	0	-
3400 Other Funds Ltd	447	447	0	-
All Funds	10,423	10,423	0	-
4450 Fuels and Utilities				
8000 General Fund	25,140,966	25,140,966	0	-
3400 Other Funds Ltd	180,165	180,165	0	-
All Funds	25,321,131	25,321,131	0	-
4475 Facilities Maintenance				
8000 General Fund	11,164,674	11,164,674	0	-
3400 Other Funds Ltd	215,737	215,737	0	-
All Funds	11,380,411	11,380,411	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	26,899,051	26,899,051	0	-
3400 Other Funds Ltd	1,094,138	1,094,138	0	-
All Funds	27,993,189	27,993,189	0	-
4525 Medical Services and Supplies				
8000 General Fund	50,596	50,596	0	-
3400 Other Funds Ltd	523	523	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	51,119	51,119	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	18,812,979	18,812,979	0	-
3400 Other Funds Ltd	2,534,950	2,534,950	0	-
All Funds	21,347,929	21,347,929	0	-
4650 Other Services and Supplies				
8000 General Fund	2,308,472	2,308,472	0	-
3400 Other Funds Ltd	724,176	724,176	0	-
All Funds	3,032,648	3,032,648	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	717,519	717,519	0	-
3400 Other Funds Ltd	126,297	126,297	0	-
All Funds	843,816	843,816	0	-
4715 IT Expendable Property				
8000 General Fund	231,681	231,681	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	93,971,853	93,971,853	0	-
3400 Other Funds Ltd	5,359,171	5,359,171	0	-
TOTAL SERVICES & SUPPLIES	**$99,331,024**	**$99,331,024**	**0**	**-**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	411,423	411,423	0	-
3400 Other Funds Ltd	58,892	58,892	0	-
All Funds	470,315	470,315	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES				
8000 General Fund	686,381,252	686,381,252	0	-
3400 Other Funds Ltd	9,394,012	9,394,012	0	-
TOTAL EXPENDITURES	**$695,775,264**	**$695,775,264**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	644,506	644,506	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3,259	3,258	(1)	-0.03%
8180 Position Reconciliation	-	1	1	100.00%
TOTAL AUTHORIZED POSITIONS	**3,259**	**3,259**	**0**	**-**
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3,241.60	3,241.02	(0.58)	-0.02%
8280 FTE Reconciliation	-	0.58	0.58	100.00%
TOTAL AUTHORIZED FTE	**3,241.60**	**3,241.60**	**0**	**-**

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	862,667	862,667	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	61,735,983	61,735,983	0	-
FEDERAL FUNDS AS OTHER FUNDS				
0355 Federal Revenues				
3400 Other Funds Ltd	39,233	39,233	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	2,174	2,174	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	609	609	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	13,368	13,368	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	3,715,670	3,715,670	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	618,000	618,000	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	81,723	81,723	0	-
TOTAL REVENUES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	3,852,777	3,852,777	0	-
6400 Federal Funds Ltd	618,000	618,000	0	-
TOTAL REVENUES	**$66,206,760**	**$66,206,760**	**0**	**-**
TRANSFERS OUT				
2010 Transfer Out - Intrafund				
3400 Other Funds Ltd	(1,438,365)	(1,438,365)	0	-
AVAILABLE REVENUES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	3,277,079	3,277,079	0	-
6400 Federal Funds Ltd	618,000	618,000	0	-
TOTAL AVAILABLE REVENUES	**$65,631,062**	**$65,631,062**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	11,927,177	11,927,177	0	-
3400 Other Funds Ltd	317,592	317,592	0	-
All Funds	12,244,769	12,244,769	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3160 Temporary Appointments				
8000 General Fund	144,495	144,495	0	-
3170 Overtime Payments				
8000 General Fund	21,935	21,935	0	-
3190 All Other Differential				
8000 General Fund	159,613	159,613	0	-
3400 Other Funds Ltd	20,532	20,532	0	-
All Funds	180,145	180,145	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	12,253,220	12,253,220	0	-
3400 Other Funds Ltd	338,124	338,124	0	-
TOTAL SALARIES & WAGES	**$12,591,344**	**$12,591,344**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	3,652	3,652	0	-
3400 Other Funds Ltd	132	132	0	-
All Funds	3,784	3,784	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	2,364,827	2,364,827	0	-
3400 Other Funds Ltd	66,037	66,037	0	-
All Funds	2,430,864	2,430,864	0	-
3221 Pension Obligation Bond				
8000 General Fund	707,373	707,373	0	-
3400 Other Funds Ltd	19,148	19,148	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	726,521	726,521	0	-
3230 Social Security Taxes				
8000 General Fund	928,236	928,236	0	-
3400 Other Funds Ltd	25,867	25,867	0	-
All Funds	954,103	954,103	0	-
3240 Unemployment Assessments				
8000 General Fund	4,409	4,409	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	5,727	5,727	0	-
3400 Other Funds Ltd	207	207	0	-
All Funds	5,934	5,934	0	-
3260 Mass Transit Tax				
8000 General Fund	70,436	70,436	0	-
3400 Other Funds Ltd	1,895	1,895	0	-
All Funds	72,331	72,331	0	-
3270 Flexible Benefits				
8000 General Fund	2,533,824	2,533,824	0	-
3400 Other Funds Ltd	91,584	91,584	0	-
All Funds	2,625,408	2,625,408	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	6,618,484	6,618,484	0	-
3400 Other Funds Ltd	204,870	204,870	0	-
TOTAL OTHER PAYROLL EXPENSES	**$6,823,354**	**$6,823,354**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3455 Vacancy Savings				
8000 General Fund	(1,085,088)	(1,085,088)	0	-
3400 Other Funds Ltd	(1,138)	(1,138)	0	-
All Funds	(1,086,226)	(1,086,226)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	17,786,616	17,786,616	0	-
3400 Other Funds Ltd	541,856	541,856	0	-
TOTAL PERSONAL SERVICES	**$18,328,472**	**$18,328,472**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	221,109	221,109	0	-
3400 Other Funds Ltd	16,795	16,795	0	-
6400 Federal Funds Ltd	96,651	96,651	0	-
All Funds	334,555	334,555	0	-
4125 Out of State Travel				
8000 General Fund	11,873	11,873	0	-
3400 Other Funds Ltd	20,000	20,000	0	-
All Funds	31,873	31,873	0	-
4150 Employee Training				
8000 General Fund	180,665	180,665	0	-
4175 Office Expenses				
8000 General Fund	601,795	601,795	0	-
3400 Other Funds Ltd	10,353	10,353	0	-
All Funds	612,148	612,148	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4225 State Gov. Service Charges				
8000 General Fund	36,316,252	36,316,252	0	-
4250 Data Processing				
8000 General Fund	941,541	941,541	0	-
4275 Publicity and Publications				
8000 General Fund	37,562	37,562	0	-
4300 Professional Services				
8000 General Fund	224,600	224,600	0	-
6400 Federal Funds Ltd	411,200	411,200	0	-
All Funds	635,800	635,800	0	-
4325 Attorney General				
8000 General Fund	2,131,671	2,131,671	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	23,817	23,817	0	-
4400 Dues and Subscriptions				
8000 General Fund	5,186	5,186	0	-
4425 Facilities Rental and Taxes				
8000 General Fund	895,802	895,802	0	-
4450 Fuels and Utilities				
8000 General Fund	742,909	742,909	0	-
4475 Facilities Maintenance				
8000 General Fund	5,121	5,121	0	-
4525 Medical Services and Supplies				
8000 General Fund	208,245	208,245	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4550 Other Care of Residents and Patients				
8000 General Fund	1,981	1,981	0	-
4625 Other COP Costs				
8000 General Fund	111,640	111,640	0	-
3400 Other Funds Ltd	89,000	89,000	0	-
All Funds	200,640	200,640	0	-
4650 Other Services and Supplies				
8000 General Fund	1,046,640	1,046,640	0	-
3400 Other Funds Ltd	60,000	60,000	0	-
All Funds	1,106,640	1,106,640	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	39,626	39,626	0	-
4715 IT Expendable Property				
8000 General Fund	38,137	38,137	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	43,786,172	43,786,172	0	-
3400 Other Funds Ltd	196,148	196,148	0	-
6400 Federal Funds Ltd	507,851	507,851	0	-
TOTAL SERVICES & SUPPLIES	**$44,490,171**	**$44,490,171**	**0**	**-**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	60,591	60,591	0	-
SPECIAL PAYMENTS				
6035 Dist to Individuals				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	94,245	94,245	0	-
6085 Other Special Payments				
8000 General Fund	8,359	8,359	0	-
TOTAL SPECIAL PAYMENTS				
8000 General Fund	102,604	102,604	0	-
TOTAL EXPENDITURES				
8000 General Fund	61,735,983	61,735,983	0	-
3400 Other Funds Ltd	738,004	738,004	0	-
6400 Federal Funds Ltd	507,851	507,851	0	-
TOTAL EXPENDITURES	**$62,981,838**	**$62,981,838**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	2,539,075	2,539,075	0	-
6400 Federal Funds Ltd	110,149	110,149	0	-
TOTAL ENDING BALANCE	**$2,649,224**	**$2,649,224**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	86	86	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	85.50	85.50	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	969,881	969,881	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	52,048,006	52,048,006	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	3,574,438	3,574,438	0	-
FINES, RENTS AND ROYALTIES				
0510 Rents and Royalties				
3400 Other Funds Ltd	267,865	267,865	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	511,196	511,196	0	-
LOAN REPAYMENT				
0925 Loan Repayments				
3400 Other Funds Ltd	34,563	34,563	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	2,200,001	2,200,001	0	-
TOTAL REVENUES				
8000 General Fund	52,048,006	52,048,006	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	6,588,063	6,588,063	0	-
TOTAL REVENUES	**$58,636,069**	**$58,636,069**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	52,048,006	52,048,006	0	-
3400 Other Funds Ltd	7,557,944	7,557,944	0	-
TOTAL AVAILABLE REVENUES	**$59,605,950**	**$59,605,950**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	29,514,745	29,514,745	0	-
3400 Other Funds Ltd	3,495,721	3,495,721	0	-
All Funds	33,010,466	33,010,466	0	-
3160 Temporary Appointments				
8000 General Fund	30,689	30,689	0	-
3170 Overtime Payments				
8000 General Fund	213,010	213,010	0	-
3400 Other Funds Ltd	23,248	23,248	0	-
All Funds	236,258	236,258	0	-
3190 All Other Differential				
8000 General Fund	206,446	206,446	0	-
3400 Other Funds Ltd	77,111	77,111	0	-
All Funds	283,557	283,557	0	-
TOTAL SALARIES & WAGES				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	29,964,890	29,964,890	0	-
3400 Other Funds Ltd	3,596,080	3,596,080	0	-
TOTAL SALARIES & WAGES	**$33,560,970**	**$33,560,970**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	9,930	9,930	0	-
3400 Other Funds Ltd	1,452	1,452	0	-
All Funds	11,382	11,382	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	5,846,164	5,846,164	0	-
3400 Other Funds Ltd	702,321	702,321	0	-
All Funds	6,548,485	6,548,485	0	-
3221 Pension Obligation Bond				
8000 General Fund	1,732,893	1,732,893	0	-
3400 Other Funds Ltd	204,907	204,907	0	-
All Funds	1,937,800	1,937,800	0	-
3230 Social Security Taxes				
8000 General Fund	2,290,635	2,290,635	0	-
3400 Other Funds Ltd	275,099	275,099	0	-
All Funds	2,565,734	2,565,734	0	-
3240 Unemployment Assessments				
8000 General Fund	35,195	35,195	0	-
3400 Other Funds Ltd	76	76	0	-
All Funds	35,271	35,271	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	15,571	15,571	0	-
3400 Other Funds Ltd	2,277	2,277	0	-
All Funds	17,848	17,848	0	-
3260 Mass Transit Tax				
8000 General Fund	176,337	176,337	0	-
3400 Other Funds Ltd	20,278	20,278	0	-
All Funds	196,615	196,615	0	-
3270 Flexible Benefits				
8000 General Fund	6,858,625	6,858,625	0	-
3400 Other Funds Ltd	1,007,424	1,007,424	0	-
All Funds	7,866,049	7,866,049	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	16,965,350	16,965,350	0	-
3400 Other Funds Ltd	2,213,834	2,213,834	0	-
TOTAL OTHER PAYROLL EXPENSES	**$19,179,184**	**$19,179,184**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(1,313,153)	(1,313,153)	0	-
3400 Other Funds Ltd	(12,641)	(12,641)	0	-
All Funds	(1,325,794)	(1,325,794)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	45,617,087	45,617,087	0	-
3400 Other Funds Ltd	5,797,273	5,797,273	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$51,414,360**	**$51,414,360**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	339,395	339,395	0	-
3400 Other Funds Ltd	27,362	27,362	0	-
All Funds	366,757	366,757	0	-
4125 Out of State Travel				
8000 General Fund	6,454	6,454	0	-
4150 Employee Training				
8000 General Fund	155,569	155,569	0	-
3400 Other Funds Ltd	1,024	1,024	0	-
All Funds	156,593	156,593	0	-
4175 Office Expenses				
8000 General Fund	270,727	270,727	0	-
3400 Other Funds Ltd	110,973	110,973	0	-
All Funds	381,700	381,700	0	-
4200 Telecommunications				
8000 General Fund	1,848,161	1,848,161	0	-
4250 Data Processing				
8000 General Fund	1,018,071	1,018,071	0	-
3400 Other Funds Ltd	8,829	8,829	0	-
All Funds	1,026,900	1,026,900	0	-
4275 Publicity and Publications				
8000 General Fund	16,688	16,688	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
8000 General Fund	113,780	113,780	0	-
4325 Attorney General				
8000 General Fund	296,069	296,069	0	-
3400 Other Funds Ltd	2,144	2,144	0	-
All Funds	298,213	298,213	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	6,288	6,288	0	-
4400 Dues and Subscriptions				
8000 General Fund	10,047	10,047	0	-
3400 Other Funds Ltd	512	512	0	-
All Funds	10,559	10,559	0	-
4450 Fuels and Utilities				
8000 General Fund	643,200	643,200	0	-
3400 Other Funds Ltd	117,760	117,760	0	-
All Funds	760,960	760,960	0	-
4475 Facilities Maintenance				
8000 General Fund	793,881	793,881	0	-
3400 Other Funds Ltd	338,630	338,630	0	-
All Funds	1,132,511	1,132,511	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	4,839	4,839	0	-
3400 Other Funds Ltd	469,350	469,350	0	-
All Funds	474,189	474,189	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4525 Medical Services and Supplies				
8000 General Fund	2,080	2,080	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	36,723	36,723	0	-
3400 Other Funds Ltd	74,650	74,650	0	-
All Funds	111,373	111,373	0	-
4650 Other Services and Supplies				
8000 General Fund	345,508	345,508	0	-
3400 Other Funds Ltd	442,621	442,621	0	-
All Funds	788,129	788,129	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	59,695	59,695	0	-
3400 Other Funds Ltd	10,184	10,184	0	-
All Funds	69,879	69,879	0	-
4715 IT Expendable Property				
8000 General Fund	85,245	85,245	0	-
3400 Other Funds Ltd	13,320	13,320	0	-
All Funds	98,565	98,565	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	6,052,420	6,052,420	0	-
3400 Other Funds Ltd	1,617,359	1,617,359	0	-
TOTAL SERVICES & SUPPLIES	**$7,669,779**	**$7,669,779**	**0**	**-**
CAPITAL OUTLAY				
5150 Telecommunications Equipment				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	66,524	66,524	0	-
5250 Household and Institutional Equip.				
8000 General Fund	255,527	255,527	0	-
5350 Industrial and Heavy Equipment				
8000 General Fund	12,533	12,533	0	-
5550 Data Processing Software				
8000 General Fund	19,449	19,449	0	-
5600 Data Processing Hardware				
8000 General Fund	24,466	24,466	0	-
TOTAL CAPITAL OUTLAY				
8000 General Fund	378,499	378,499	0	-
TOTAL EXPENDITURES				
8000 General Fund	52,048,006	52,048,006	0	-
3400 Other Funds Ltd	7,414,632	7,414,632	0	-
TOTAL EXPENDITURES	**$59,462,638**	**$59,462,638**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	143,312	143,312	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	260	260	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	258.16	258.16	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	1,006	1,006	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	14,452,255	14,452,255	0	-
FINES, RENTS AND ROYALTIES				
0510 Rents and Royalties				
3400 Other Funds Ltd	6,463	6,463	0	-
TOTAL REVENUES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	6,463	6,463	0	-
TOTAL REVENUES	**$14,458,718**	**$14,458,718**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	7,469	7,469	0	-
TOTAL AVAILABLE REVENUES	**$14,459,724**	**$14,459,724**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	8,341,692	8,341,692	0	-
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	2,772	2,772	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	1,629,132	1,629,132	0	-
3221 Pension Obligation Bond				
8000 General Fund	484,194	484,194	0	-
3230 Social Security Taxes				
8000 General Fund	638,135	638,135	0	-
3240 Unemployment Assessments				
8000 General Fund	3,272	3,272	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	4,347	4,347	0	-
3260 Mass Transit Tax				
8000 General Fund	56,675	56,675	0	-
3270 Flexible Benefits				
8000 General Fund	1,923,264	1,923,264	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	4,741,791	4,741,791	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(36,722)	(36,722)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	13,046,761	13,046,761	0	-
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	96,603	96,603	0	-
4125 Out of State Travel				
8000 General Fund	4,933	4,933	0	-
4150 Employee Training				
8000 General Fund	126,596	126,596	0	-
4175 Office Expenses				
8000 General Fund	94,650	94,650	0	-
4200 Telecommunications				
8000 General Fund	4,696	4,696	0	-
4250 Data Processing				
8000 General Fund	30,476	30,476	0	-
4275 Publicity and Publications				
8000 General Fund	3,630	3,630	0	-
4300 Professional Services				
8000 General Fund	407,014	407,014	0	-
4325 Attorney General				
8000 General Fund	498,789	498,789	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	44,116	44,116	0	-
4400 Dues and Subscriptions				
8000 General Fund	2,557	2,557	0	-
4450 Fuels and Utilities				
8000 General Fund	8,788	8,788	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4475 Facilities Maintenance				
8000 General Fund	12,049	12,049	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
All Funds	17,049	17,049	0	-
4525 Medical Services and Supplies				
8000 General Fund	12,480	12,480	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	804	804	0	-
4650 Other Services and Supplies				
8000 General Fund	26,671	26,671	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	4,831	4,831	0	-
4715 IT Expendable Property				
8000 General Fund	25,811	25,811	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	1,405,494	1,405,494	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
TOTAL SERVICES & SUPPLIES	**$1,410,494**	**$1,410,494**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	14,452,255	14,452,255	0	-
3400 Other Funds Ltd	5,000	5,000	0	-
TOTAL EXPENDITURES	**$14,457,255**	**$14,457,255**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	2,469	2,469	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	63	63	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	62.50	62.50	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	353,498	353,498	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	240,041,657	240,041,657	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	870,058	870,058	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	47,898	47,898	0	-
0510 Rents and Royalties				
3400 Other Funds Ltd	15,512	15,512	0	-
TOTAL FINES, RENTS AND ROYALTIES				
3400 Other Funds Ltd	63,410	63,410	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	78	78	0	-
DONATIONS AND CONTRIBUTIONS				
0905 Donations				
3400 Other Funds Ltd	8,047	8,047	0	-
0910 Grants (Non-Fed)				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	194,618	194,618	0	-
TOTAL DONATIONS AND CONTRIBUTIONS				
3400 Other Funds Ltd	202,665	202,665	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	824,974	824,974	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	300,551	300,551	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	87,695	87,695	0	-
1050 Transfer In Other				
3400 Other Funds Ltd	3,986,493	3,986,493	0	-
1213 Tsfr From Criminal Justice Comm				
3400 Other Funds Ltd	370,800	370,800	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	4,444,988	4,444,988	0	-
TOTAL REVENUES				
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,406,173	6,406,173	0	-
6400 Federal Funds Ltd	300,551	300,551	0	-
TOTAL REVENUES	**$246,748,381**	**$246,748,381**	**0**	**-**
AVAILABLE REVENUES				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,759,671	6,759,671	0	-
6400 Federal Funds Ltd	300,551	300,551	0	-
TOTAL AVAILABLE REVENUES	**$247,101,879**	**$247,101,879**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	8,592,075	8,592,075	0	-
3400 Other Funds Ltd	12,573	12,573	0	-
All Funds	8,604,648	8,604,648	0	-
3170 Overtime Payments				
8000 General Fund	9,447	9,447	0	-
3190 All Other Differential				
8000 General Fund	257,265	257,265	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	8,858,787	8,858,787	0	-
3400 Other Funds Ltd	12,573	12,573	0	-
TOTAL SALARIES & WAGES	**$8,871,360**	**$8,871,360**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	2,739	2,739	0	-
3400 Other Funds Ltd	4	4	0	-
All Funds	2,743	2,743	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3220 Public Employees' Retire Cont				
8000 General Fund	1,730,109	1,730,109	0	-
3400 Other Funds Ltd	2,456	2,456	0	-
All Funds	1,732,565	1,732,565	0	-
3221 Pension Obligation Bond				
8000 General Fund	485,917	485,917	0	-
3400 Other Funds Ltd	666	666	0	-
All Funds	486,583	486,583	0	-
3230 Social Security Taxes				
8000 General Fund	676,017	676,017	0	-
3400 Other Funds Ltd	962	962	0	-
All Funds	676,979	676,979	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	4,295	4,295	0	-
3400 Other Funds Ltd	6	6	0	-
All Funds	4,301	4,301	0	-
3260 Mass Transit Tax				
8000 General Fund	52,155	52,155	0	-
3400 Other Funds Ltd	66	66	0	-
All Funds	52,221	52,221	0	-
3270 Flexible Benefits				
8000 General Fund	1,900,163	1,900,163	0	-
3400 Other Funds Ltd	2,748	2,748	0	-
All Funds	1,902,911	1,902,911	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	4,851,395	4,851,395	0	-
3400 Other Funds Ltd	6,908	6,908	0	-
TOTAL OTHER PAYROLL EXPENSES	**$4,858,303**	**$4,858,303**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(35,250)	(35,250)	0	-
3400 Other Funds Ltd	(42)	(42)	0	-
All Funds	(35,292)	(35,292)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	13,674,932	13,674,932	0	-
3400 Other Funds Ltd	19,439	19,439	0	-
TOTAL PERSONAL SERVICES	**$13,694,371**	**$13,694,371**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	40,994	40,994	0	-
4125 Out of State Travel				
8000 General Fund	9,574	9,574	0	-
4150 Employee Training				
8000 General Fund	28,067	28,067	0	-
4175 Office Expenses				
8000 General Fund	82,955	82,955	0	-
4250 Data Processing				
8000 General Fund	45,295	45,295	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4275 Publicity and Publications				
8000 General Fund	647	647	0	-
4300 Professional Services				
8000 General Fund	133,871	133,871	0	-
4325 Attorney General				
8000 General Fund	129,555	129,555	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	670	670	0	-
4400 Dues and Subscriptions				
8000 General Fund	59,230	59,230	0	-
4475 Facilities Maintenance				
8000 General Fund	9,085	9,085	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	310	310	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	899,965	899,965	0	-
3400 Other Funds Ltd	1,373,215	1,373,215	0	-
All Funds	2,273,180	2,273,180	0	-
4650 Other Services and Supplies				
8000 General Fund	41,687	41,687	0	-
3400 Other Funds Ltd	6,144	6,144	0	-
All Funds	47,831	47,831	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	45,145	45,145	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES				
8000 General Fund	1,527,050	1,527,050	0	-
3400 Other Funds Ltd	1,379,359	1,379,359	0	-
TOTAL SERVICES & SUPPLIES	**$2,906,409**	**$2,906,409**	**0**	**-**
CAPITAL OUTLAY				
5600 Data Processing Hardware				
8000 General Fund	48,607	48,607	0	-
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	224,791,068	224,791,068	0	-
3400 Other Funds Ltd	5,058,950	5,058,950	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
All Funds	230,141,815	230,141,815	0	-
TOTAL EXPENDITURES				
8000 General Fund	240,041,657	240,041,657	0	-
3400 Other Funds Ltd	6,457,748	6,457,748	0	-
6400 Federal Funds Ltd	291,797	291,797	0	-
TOTAL EXPENDITURES	**$246,791,202**	**$246,791,202**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	301,923	301,923	0	-
6400 Federal Funds Ltd	8,754	8,754	0	-
TOTAL ENDING BALANCE	**$310,677**	**$310,677**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	62	62	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	62.33	62.33	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	354,569	354,569	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	212,398,371	212,398,371	0	-
FEDERAL FUNDS AS OTHER FUNDS				
0355 Federal Revenues				
3400 Other Funds Ltd	91,109	91,109	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	11,989	11,989	0	-
FINES, RENTS AND ROYALTIES				
0505 Fines and Forfeitures				
3400 Other Funds Ltd	43,916	43,916	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	26,436	26,436	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	395,000	395,000	0	-
FEDERAL FUNDS REVENUE				
0995 Federal Funds				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	6,831,026	6,831,026	0	-
TOTAL REVENUES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	568,450	568,450	0	-
6400 Federal Funds Ltd	6,831,026	6,831,026	0	-
TOTAL REVENUES	**$219,797,847**	**$219,797,847**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	923,019	923,019	0	-
6400 Federal Funds Ltd	6,831,026	6,831,026	0	-
TOTAL AVAILABLE REVENUES	**$220,152,416**	**$220,152,416**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	82,097,885	82,097,885	0	-
3170 Overtime Payments				
8000 General Fund	950,323	950,323	0	-
3180 Shift Differential				
8000 General Fund	774,897	774,897	0	-
3190 All Other Differential				
8000 General Fund	2,177,256	2,177,256	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	86,000,361	86,000,361	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	24,596	24,596	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	16,795,877	16,795,877	0	-
3221 Pension Obligation Bond				
8000 General Fund	4,821,806	4,821,806	0	-
3230 Social Security Taxes				
8000 General Fund	6,182,798	6,182,798	0	-
3240 Unemployment Assessments				
8000 General Fund	25,362	25,362	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	38,568	38,568	0	-
3260 Mass Transit Tax				
8000 General Fund	265,688	265,688	0	-
3270 Flexible Benefits				
8000 General Fund	16,668,288	16,668,288	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	44,822,983	44,822,983	0	-
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(3,877,895)	(3,877,895)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	126,945,449	126,945,449	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	338,801	338,801	0	-
4150 Employee Training				
8000 General Fund	104,144	104,144	0	-
4175 Office Expenses				
8000 General Fund	974,538	974,538	0	-
4200 Telecommunications				
6400 Federal Funds Ltd	315,654	315,654	0	-
4250 Data Processing				
8000 General Fund	9,881	9,881	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	3,824	3,824	0	-
4475 Facilities Maintenance				
8000 General Fund	87,119	87,119	0	-
4525 Medical Services and Supplies				
8000 General Fund	83,886,799	83,886,799	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,253,705	6,253,705	0	-
All Funds	90,702,180	90,702,180	0	-
4650 Other Services and Supplies				
8000 General Fund	21,591	21,591	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,268	6,268	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
8000 General Fund	19,957	19,957	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	85,452,922	85,452,922	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,569,359	6,569,359	0	-
TOTAL SERVICES & SUPPLIES	**$92,583,957**	**$92,583,957**	**0**	**-**
TOTAL EXPENDITURES				
8000 General Fund	212,398,371	212,398,371	0	-
3400 Other Funds Ltd	561,676	561,676	0	-
6400 Federal Funds Ltd	6,569,359	6,569,359	0	-
TOTAL EXPENDITURES	**$219,529,406**	**$219,529,406**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	361,343	361,343	0	-
6400 Federal Funds Ltd	261,667	261,667	0	-
TOTAL ENDING BALANCE	**$623,010**	**$623,010**	**0**	**-**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	559	559	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	539.99	539.99	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3400 Other Funds Ltd	414,973	414,973	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	64,235,009	64,235,009	0	-
CHARGES FOR SERVICES				
0410 Charges for Services				
3400 Other Funds Ltd	579,294	579,294	0	-
SALES INCOME				
0705 Sales Income				
3400 Other Funds Ltd	63,379	63,379	0	-
DONATIONS AND CONTRIBUTIONS				
0905 Donations				
3400 Other Funds Ltd	5,998	5,998	0	-
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	7,486,070	7,486,070	0	-
TRANSFERS IN				
1010 Transfer In - Intrafund				
3400 Other Funds Ltd	1,002,652	1,002,652	0	-
1137 Tsfr From Justice, Dept of				
3400 Other Funds Ltd	26,000	26,000	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
1525 Tsfr From HECC				
3400 Other Funds Ltd	189,850	189,850	0	-
1581 Tsfr From Education, Dept of				
3400 Other Funds Ltd	208,074	208,074	0	-
TOTAL TRANSFERS IN				
3400 Other Funds Ltd	1,426,576	1,426,576	0	-
TOTAL REVENUES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,561,317	9,561,317	0	-
TOTAL REVENUES	**$73,796,326**	**$73,796,326**	**0**	**-**
AVAILABLE REVENUES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,976,290	9,976,290	0	-
TOTAL AVAILABLE REVENUES	**$74,211,299**	**$74,211,299**	**0**	**-**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	22,444,080	22,444,080	0	-
3160 Temporary Appointments				
8000 General Fund	359,179	359,179	0	-
3170 Overtime Payments				
8000 General Fund	183,071	183,071	0	-
3180 Shift Differential				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	325	325	0	-
3190 All Other Differential				
8000 General Fund	154,518	154,518	0	-
3400 Other Funds Ltd	15,136	15,136	0	-
All Funds	169,654	169,654	0	-
TOTAL SALARIES & WAGES				
8000 General Fund	23,140,848	23,140,848	0	-
3400 Other Funds Ltd	15,461	15,461	0	-
TOTAL SALARIES & WAGES	**$23,156,309**	**$23,156,309**	**0**	**-**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	8,492	8,492	0	-
3220 Public Employees' Retire Cont				
8000 General Fund	4,449,252	4,449,252	0	-
3400 Other Funds Ltd	3,019	3,019	0	-
All Funds	4,452,271	4,452,271	0	-
3221 Pension Obligation Bond				
8000 General Fund	1,295,395	1,295,395	0	-
3400 Other Funds Ltd	937	937	0	-
All Funds	1,296,332	1,296,332	0	-
3230 Social Security Taxes				
8000 General Fund	1,768,583	1,768,583	0	-
3400 Other Funds Ltd	1,183	1,183	0	-
All Funds	1,769,766	1,769,766	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	20,539	20,539	0	-
3250 Worker's Comp. Assess. (WCD)				
8000 General Fund	13,317	13,317	0	-
3260 Mass Transit Tax				
8000 General Fund	129,012	129,012	0	-
3400 Other Funds Ltd	93	93	0	-
All Funds	129,105	129,105	0	-
3270 Flexible Benefits				
8000 General Fund	5,891,904	5,891,904	0	-
TOTAL OTHER PAYROLL EXPENSES				
8000 General Fund	13,576,494	13,576,494	0	-
3400 Other Funds Ltd	5,232	5,232	0	-
TOTAL OTHER PAYROLL EXPENSES	**$13,581,726**	**$13,581,726**	**0**	**-**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(1,084,435)	(1,084,435)	0	-
TOTAL PERSONAL SERVICES				
8000 General Fund	35,632,907	35,632,907	0	-
3400 Other Funds Ltd	20,693	20,693	0	-
TOTAL PERSONAL SERVICES	**$35,653,600**	**$35,653,600**	**0**	**-**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	254,075	254,075	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	136,847	136,847	0	-
All Funds	390,922	390,922	0	-
4125 Out of State Travel				
8000 General Fund	13,297	13,297	0	-
3400 Other Funds Ltd	1,828	1,828	0	-
All Funds	15,125	15,125	0	-
4150 Employee Training				
8000 General Fund	79,244	79,244	0	-
3400 Other Funds Ltd	17,341	17,341	0	-
All Funds	96,585	96,585	0	-
4175 Office Expenses				
8000 General Fund	969,753	969,753	0	-
3400 Other Funds Ltd	32,136	32,136	0	-
All Funds	1,001,889	1,001,889	0	-
4200 Telecommunications				
8000 General Fund	150,556	150,556	0	-
3400 Other Funds Ltd	3,122	3,122	0	-
All Funds	153,678	153,678	0	-
4250 Data Processing				
8000 General Fund	116,008	116,008	0	-
3400 Other Funds Ltd	4,944	4,944	0	-
All Funds	120,952	120,952	0	-
4275 Publicity and Publications				
8000 General Fund	3,708	3,708	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
8000 General Fund	15,775,088	15,775,088	0	-
3400 Other Funds Ltd	3,205,640	3,205,640	0	-
All Funds	18,980,728	18,980,728	0	-
4325 Attorney General				
8000 General Fund	401,164	401,164	0	-
4375 Employee Recruitment and Develop				
8000 General Fund	8,407	8,407	0	-
3400 Other Funds Ltd	3,158	3,158	0	-
All Funds	11,565	11,565	0	-
4400 Dues and Subscriptions				
8000 General Fund	3,298	3,298	0	-
4475 Facilities Maintenance				
8000 General Fund	24,214	24,214	0	-
3400 Other Funds Ltd	105,267	105,267	0	-
All Funds	129,481	129,481	0	-
4500 Food and Kitchen Supplies				
8000 General Fund	145	145	0	-
4525 Medical Services and Supplies				
8000 General Fund	7,627,947	7,627,947	0	-
3400 Other Funds Ltd	5,066,747	5,066,747	0	-
All Funds	12,694,694	12,694,694	0	-
4550 Other Care of Residents and Patients				
8000 General Fund	1,454,567	1,454,567	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	702,016	702,016	0	-
All Funds	2,156,583	2,156,583	0	-
4650 Other Services and Supplies				
8000 General Fund	554,668	554,668	0	-
3400 Other Funds Ltd	237,341	237,341	0	-
All Funds	792,009	792,009	0	-
4700 Expendable Prop 250 - 5000				
8000 General Fund	731,556	731,556	0	-
3400 Other Funds Ltd	43,806	43,806	0	-
All Funds	775,362	775,362	0	-
4715 IT Expendable Property				
8000 General Fund	434,407	434,407	0	-
3400 Other Funds Ltd	36,844	36,844	0	-
All Funds	471,251	471,251	0	-
TOTAL SERVICES & SUPPLIES				
8000 General Fund	28,602,102	28,602,102	0	-
3400 Other Funds Ltd	9,597,037	9,597,037	0	-
TOTAL SERVICES & SUPPLIES	**$38,199,139**	**$38,199,139**	**0**	**-**
CAPITAL OUTLAY				
5500 Recreational Equipment				
3400 Other Funds Ltd	28,756	28,756	0	-
TOTAL EXPENDITURES				
8000 General Fund	64,235,009	64,235,009	0	-
3400 Other Funds Ltd	9,646,486	9,646,486	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$73,881,495**	**$73,881,495**	**0**	**-**
ENDING BALANCE				
3400 Other Funds Ltd	329,804	329,804	0	-
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	193	193	0	-
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	191.50	191.50	0	-

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
BEGINNING BALANCE				
0025 Beginning Balance				
3430 Other Funds Debt Svc Ltd	755,039	755,039	0	-
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	127,875,094	126,755,599	(1,119,495)	-0.88%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,262,826	0	-
TOTAL REVENUES				
8030 General Fund Debt Svc	127,875,094	126,755,599	(1,119,495)	-0.88%
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,262,826	0	-
TOTAL REVENUES	**$129,137,920**	**$128,018,425**	**($1,119,495)**	**-0.87%**
AVAILABLE REVENUES				
8030 General Fund Debt Svc	127,875,094	126,755,599	(1,119,495)	-0.88%
3430 Other Funds Debt Svc Ltd	755,039	755,039	0	-
6230 Federal Funds Debt Svc Non-Ltd	1,262,826	1,262,826	0	-
TOTAL AVAILABLE REVENUES	**$129,892,959**	**$128,773,464**	**($1,119,495)**	**-0.86%**
EXPENDITURES				
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	39,779,355	39,779,355	0	-
7150 Interest - Bonds				

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8030 General Fund Debt Svc	30,552,699	30,552,699	0	-
7200 Principal - COP				
8030 General Fund Debt Svc	45,548,245	45,548,245	0	-
7250 Interest - COP				
8030 General Fund Debt Svc	11,994,795	10,875,300	(1,119,495)	-9.33%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
All Funds	13,114,290	11,994,795	(1,119,495)	-8.54%
TOTAL DEBT SERVICE				
8030 General Fund Debt Svc	127,875,094	126,755,599	(1,119,495)	-0.88%
6230 Federal Funds Debt Svc Non-Ltd	1,119,495	1,119,495	0	-
TOTAL DEBT SERVICE	**$128,994,589**	**$127,875,094**	**($1,119,495)**	**-0.87%**
ENDING BALANCE				
3430 Other Funds Debt Svc Ltd	755,039	755,039	0	-
6230 Federal Funds Debt Svc Non-Ltd	143,331	143,331	0	-
TOTAL ENDING BALANCE	**$898,370**	**$898,370**	**0**	**-**

Description	Agency Request Budget (V-01) 2015-17 Base Budget	Governor's Budget (Y-01) 2015-17 Base Budget	Column 2 minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
AVAILABLE REVENUES				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-
EXPENDITURES				
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	2,592,874	2,592,874	0	-
5800 Professional Services				
8010 General Fund Cap Improvement	51,826	51,826	0	-
TOTAL CAPITAL OUTLAY				
8010 General Fund Cap Improvement	2,644,700	2,644,700	0	-

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	26,079,876	26,079,876	0	0.00%
OTHER				
0975 Other Revenues				
3400 Other Funds Ltd	23,790	23,790	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL REVENUE CATEGORIES	**$26,103,666**	**$26,103,666**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	23,790	23,790	0	0.00%
TOTAL AVAILABLE REVENUES	**$26,103,666**	**$26,103,666**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,233,286	1,233,286	0	0.00%
3400 Other Funds Ltd	46,176	46,176	0	0.00%
All Funds	1,279,462	1,279,462	0	0.00%
3180 Shift Differential				
8000 General Fund	232,546	232,546	0	0.00%
3400 Other Funds Ltd	864	864	0	0.00%
All Funds	233,410	233,410	0	0.00%
3190 All Other Differential				
8000 General Fund	1,422,513	1,422,513	0	0.00%
3400 Other Funds Ltd	6,994	6,994	0	0.00%
All Funds	1,429,507	1,429,507	0	0.00%
SALARIES & WAGES				
8000 General Fund	2,888,345	2,888,345	0	0.00%
3400 Other Funds Ltd	54,034	54,034	0	0.00%
TOTAL SALARIES & WAGES	**$2,942,379**	**$2,942,379**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	564,089	564,090	1	0.00%
3400 Other Funds Ltd	10,555	10,555	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	574,644	574,645	1	0.00%
3221 Pension Obligation Bond				
8000 General Fund	1,903,399	1,903,399	0	0.00%
3400 Other Funds Ltd	14,841	14,841	0	0.00%
All Funds	1,918,240	1,918,240	0	0.00%
3230 Social Security Taxes				
8000 General Fund	220,965	220,965	0	0.00%
3400 Other Funds Ltd	4,134	4,134	0	0.00%
All Funds	225,099	225,099	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	6,465	6,465	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	57,787	57,787	0	0.00%
3400 Other Funds Ltd	780	780	0	0.00%
All Funds	58,567	58,567	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	2,752,705	2,752,706	1	0.00%
3400 Other Funds Ltd	30,310	30,310	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$2,783,015**	**$2,783,016**	**$1**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	20,438,826	20,438,826	0	0.00%
3400 Other Funds Ltd	(1,825)	(1,825)	0	0.00%
All Funds	20,437,001	20,437,001	0	0.00%
3465 Reconciliation Adjustment				
8000 General Fund	-	(1)	(1)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	20,438,826	20,438,825	(1)	(0.00%)
3400 Other Funds Ltd	(1,825)	(1,825)	0	0.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**$20,437,001**	**$20,437,000**	**($1)**	**(0.00%)**
PERSONAL SERVICES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	82,519	82,519	0	0.00%
TOTAL PERSONAL SERVICES	**$26,162,395**	**$26,162,395**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	26,079,876	26,079,876	0	0.00%
3400 Other Funds Ltd	82,519	82,519	0	0.00%
TOTAL EXPENDITURES	**$26,162,395**	**$26,162,395**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(58,729)	(58,729)	0	0.00%
TOTAL ENDING BALANCE	**($58,729)**	**($58,729)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,419,167	7,419,167	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	400,707	400,707	0	0.00%
3180 Shift Differential				
8000 General Fund	142,068	142,068	0	0.00%
3190 All Other Differential				
8000 General Fund	358,045	358,045	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SALARIES & WAGES				
8000 General Fund	900,820	900,820	0	0.00%
TOTAL SALARIES & WAGES	**$900,820**	**$900,820**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	175,930	175,930	0	0.00%
3230 Social Security Taxes				
8000 General Fund	68,914	68,914	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	244,844	244,844	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$244,844**	**$244,844**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	1,145,664	1,145,664	0	0.00%
TOTAL PERSONAL SERVICES	**$1,145,664**	**$1,145,664**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4450 Fuels and Utilities				
8000 General Fund	6,273,503	6,273,503	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	6,273,503	6,273,503	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$6,273,503**	**$6,273,503**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,419,167	7,419,167	0	0.00%
TOTAL EXPENDITURES	**$7,419,167**	**$7,419,167**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	3,059,831	3,045,994	(13,837)	(0.45%)
REVENUE CATEGORIES				
8000 General Fund	3,059,831	3,045,994	(13,837)	(0.45%)
TOTAL REVENUE CATEGORIES	**$3,059,831**	**$3,045,994**	**($13,837)**	**(0.45%)**
AVAILABLE REVENUES				
8000 General Fund	3,059,831	3,045,994	(13,837)	(0.45%)
TOTAL AVAILABLE REVENUES	**$3,059,831**	**$3,045,994**	**($13,837)**	**(0.45%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	59,331	59,331	0	0.00%
3400 Other Funds Ltd	6,945	6,945	0	0.00%
All Funds	66,276	66,276	0	0.00%
4125 Out of State Travel				
8000 General Fund	3,825	3,825	0	0.00%
3400 Other Funds Ltd	1,079	1,079	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	4,904	4,904	0	0.00%
4150 Employee Training				
8000 General Fund	11,931	11,931	0	0.00%
3400 Other Funds Ltd	87	87	0	0.00%
All Funds	12,018	12,018	0	0.00%
4175 Office Expenses				
8000 General Fund	91,785	91,785	0	0.00%
3400 Other Funds Ltd	4,514	4,514	0	0.00%
All Funds	96,299	96,299	0	0.00%
4200 Telecommunications				
8000 General Fund	153	153	0	0.00%
3400 Other Funds Ltd	630	630	0	0.00%
All Funds	783	783	0	0.00%
4250 Data Processing				
8000 General Fund	9,096	9,096	0	0.00%
3400 Other Funds Ltd	1,043	1,043	0	0.00%
All Funds	10,139	10,139	0	0.00%
4275 Publicity and Publications				
8000 General Fund	292	292	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4300 Professional Services				
8000 General Fund	69,673	69,673	0	0.00%
4325 Attorney General				
8000 General Fund	47,548	33,711	(13,837)	(29.10%)
3400 Other Funds Ltd	1,079	765	(314)	(29.10%)
All Funds	48,627	34,476	(14,151)	(29.10%)
4375 Employee Recruitment and Develop				
8000 General Fund	5,565	5,565	0	0.00%
3400 Other Funds Ltd	14	14	0	0.00%
All Funds	5,579	5,579	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	299	299	0	0.00%
3400 Other Funds Ltd	14	14	0	0.00%
All Funds	313	313	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	942,432	942,432	0	0.00%
3400 Other Funds Ltd	5,405	5,405	0	0.00%
All Funds	947,837	947,837	0	0.00%
4475 Facilities Maintenance				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	334,943	334,943	0	0.00%
3400 Other Funds Ltd	6,471	6,471	0	0.00%
All Funds	341,414	341,414	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	806,969	806,969	0	0.00%
3400 Other Funds Ltd	32,826	32,826	0	0.00%
All Funds	839,795	839,795	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	1,518	1,518	0	0.00%
3400 Other Funds Ltd	16	16	0	0.00%
All Funds	1,534	1,534	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	564,390	564,390	0	0.00%
3400 Other Funds Ltd	76,050	76,050	0	0.00%
All Funds	640,440	640,440	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	69,258	69,258	0	0.00%
3400 Other Funds Ltd	21,726	21,726	0	0.00%
All Funds	90,984	90,984	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4700 Expendable Prop 250 - 5000				
8000 General Fund	21,530	21,530	0	0.00%
3400 Other Funds Ltd	3,788	3,788	0	0.00%
All Funds	25,318	25,318	0	0.00%
4715 IT Expendable Property				
8000 General Fund	6,949	6,949	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	3,047,487	3,033,650	(13,837)	(0.45%)
3400 Other Funds Ltd	161,687	161,373	(314)	(0.19%)
TOTAL SERVICES & SUPPLIES	**$3,209,174**	**$3,195,023**	**($14,151)**	**(0.44%)**
CAPITAL OUTLAY				
5900 Other Capital Outlay				
8000 General Fund	12,344	12,344	0	0.00%
3400 Other Funds Ltd	1,769	1,769	0	0.00%
All Funds	14,113	14,113	0	0.00%
EXPENDITURES				
8000 General Fund	3,059,831	3,045,994	(13,837)	(0.45%)
3400 Other Funds Ltd	163,456	163,142	(314)	(0.19%)
TOTAL EXPENDITURES	**$3,223,287**	**$3,209,136**	**($14,151)**	**(0.44%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(163,456)	(163,142)	314	0.19%
TOTAL ENDING BALANCE	**($163,456)**	**($163,142)**	**$314**	**0.19%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	7,824	7,824	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	7,824	7,824	0	0.00%
TOTAL REVENUE CATEGORIES	**$7,824**	**$7,824**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	7,824	7,824	0	0.00%
TOTAL AVAILABLE REVENUES	**$7,824**	**$7,824**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	6,964	6,964	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	860	860	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
All Funds	868	868	0	0.00%
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	7,824	7,824	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
TOTAL SERVICES & SUPPLIES	**$7,832**	**$7,832**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	7,824	7,824	0	0.00%
3400 Other Funds Ltd	8	8	0	0.00%
TOTAL EXPENDITURES	**$7,832**	**$7,832**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(8)	(8)	0	0.00%
TOTAL ENDING BALANCE	**($8)**	**($8)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	290,739	1,800,910	1,510,171	519.42%
REVENUE CATEGORIES				
8000 General Fund	290,739	1,800,910	1,510,171	519.42%
TOTAL REVENUE CATEGORIES	**$290,739**	**$1,800,910**	**$1,510,171**	**519.42%**
AVAILABLE REVENUES				
8000 General Fund	290,739	1,800,910	1,510,171	519.42%
TOTAL AVAILABLE REVENUES	**$290,739**	**$1,800,910**	**$1,510,171**	**519.42%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	10,138	62,799	52,661	519.44%
4250 Data Processing				
8000 General Fund	981	6,077	5,096	519.47%
4300 Professional Services				
8000 General Fund	7,523	46,594	39,071	519.35%
4450 Fuels and Utilities				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	89,936	557,087	467,151	519.43%
4475 Facilities Maintenance				
8000 General Fund	26,164	162,063	135,899	519.41%
4500 Food and Kitchen Supplies				
8000 General Fund	86,012	532,779	446,767	519.42%
4525 Medical Services and Supplies				
8000 General Fund	328	2,026	1,698	517.68%
4550 Other Care of Residents and Patients				
8000 General Fund	49,384	305,892	256,508	519.42%
4650 Other Services and Supplies				
8000 General Fund	17,987	111,418	93,431	519.44%
4700 Expendable Prop 250 - 5000				
8000 General Fund	2,286	14,175	11,889	520.08%
SERVICES & SUPPLIES				
8000 General Fund	290,739	1,800,910	1,510,171	519.42%
TOTAL SERVICES & SUPPLIES	**$290,739**	**$1,800,910**	**$1,510,171**	**519.42%**
EXPENDITURES				
8000 General Fund	290,739	1,800,910	1,510,171	519.42%
TOTAL EXPENDITURES	**$290,739**	**$1,800,910**	**$1,510,171**	**519.42%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3180 Shift Differential				
3400 Other Funds Ltd	335	335	0	0.00%
3190 All Other Differential				
8000 General Fund	654,016	654,016	0	0.00%
3400 Other Funds Ltd	15,590	15,590	0	0.00%
All Funds	669,606	669,606	0	0.00%
SALARIES & WAGES				
8000 General Fund	654,016	654,016	0	0.00%
3400 Other Funds Ltd	15,925	15,925	0	0.00%
TOTAL SALARIES & WAGES	**$669,941**	**$669,941**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	127,728	127,728	0	0.00%
3400 Other Funds Ltd	3,110	3,110	0	0.00%
All Funds	130,838	130,838	0	0.00%
3221 Pension Obligation Bond				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	1,038	1,038	0	0.00%
3230 Social Security Taxes				
8000 General Fund	50,033	50,033	0	0.00%
3400 Other Funds Ltd	1,219	1,219	0	0.00%
All Funds	51,252	51,252	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	96	96	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	177,761	177,761	0	0.00%
3400 Other Funds Ltd	5,463	5,463	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$183,224**	**$183,224**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	(831,777)	(831,777)	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%
All Funds	(831,830)	(831,830)	0	0.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	(831,777)	(831,777)	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL P.S. BUDGET ADJUSTMENTS	**($831,830)**	**($831,830)**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	21,335	21,335	0	0.00%
TOTAL PERSONAL SERVICES	**$21,335**	**$21,335**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	140,952	140,952	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	5,421	5,421	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	16,264	16,264	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	3,132	3,132	0	0.00%
4250 Data Processing				
3400 Other Funds Ltd	4,986	4,986	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	3,253	3,253	0	0.00%
4475 Facilities Maintenance				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	108,425	108,425	0	0.00%
4525 Medical Services and Supplies				
3400 Other Funds Ltd	5,680	5,680	0	0.00%
4550 Other Care of Residents and Patients				
3400 Other Funds Ltd	35,202	35,202	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	10,843	10,843	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	21,685	21,685	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	37,949	37,949	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	393,792	393,792	0	0.00%
TOTAL SERVICES & SUPPLIES	**$393,792**	**$393,792**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	415,127	415,127	0	0.00%
TOTAL EXPENDITURES	**$415,127**	**$415,127**	**$0**	**0.00%**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(415,127)	(415,127)	0	0.00%
TOTAL ENDING BALANCE	**($415,127)**	**($415,127)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($8,300,000)**	**($8,300,000)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($8,300,000)**	**($8,300,000)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
P.S. BUDGET ADJUSTMENTS				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($8,300,000)**	**($8,300,000)**	**100.00%**
PERSONAL SERVICES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($8,300,000)**	**($8,300,000)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(8,300,000)	(8,300,000)	100.00%
TOTAL EXPENDITURES	**-**	**($8,300,000)**	**($8,300,000)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	17,027,135	-	(17,027,135)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	17,027,135	-	(17,027,135)	(100.00%)
TOTAL REVENUE CATEGORIES	**$17,027,135**	**-**	**($17,027,135)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	17,027,135	-	(17,027,135)	(100.00%)
TOTAL AVAILABLE REVENUES	**$17,027,135**	**-**	**($17,027,135)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	8,400,000	-	(8,400,000)	(100.00%)
3170 Overtime Payments				
8000 General Fund	763,560	-	(763,560)	(100.00%)
3180 Shift Differential				
8000 General Fund	107,520	-	(107,520)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3190 All Other Differential				
8000 General Fund	699,720	-	(699,720)	(100.00%)
SALARIES & WAGES				
8000 General Fund	9,970,800	-	(9,970,800)	(100.00%)
TOTAL SALARIES & WAGES	**$9,970,800**	**-**	**($9,970,800)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	4,400	-	(4,400)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	1,947,277	-	(1,947,277)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	762,766	-	(762,766)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	10,967	-	(10,967)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	6,900	-	(6,900)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	59,825	-	(59,825)	(100.00%)
3270 Flexible Benefits				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	3,052,800	-	(3,052,800)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	5,844,935	-	(5,844,935)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$5,844,935**	**-**	**($5,844,935)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	15,815,735	-	(15,815,735)	(100.00%)
TOTAL PERSONAL SERVICES	**$15,815,735**	**-**	**($15,815,735)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	157,300	-	(157,300)	(100.00%)
4175 Office Expenses				
8000 General Fund	726,700	-	(726,700)	(100.00%)
4250 Data Processing				
8000 General Fund	61,300	-	(61,300)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	121,400	-	(121,400)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	144,700	-	(144,700)	(100.00%)
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,211,400	-	(1,211,400)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$1,211,400**	**-**	**($1,211,400)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	17,027,135	-	(17,027,135)	(100.00%)
TOTAL EXPENDITURES	**$17,027,135**	**-**	**($17,027,135)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	100	-	(100)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	100.00	-	(100.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	272,314	-	(272,314)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	272,314	-	(272,314)	(100.00%)
TOTAL REVENUE CATEGORIES	**$272,314**	**-**	**($272,314)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	272,314	-	(272,314)	(100.00%)
TOTAL AVAILABLE REVENUES	**$272,314**	**-**	**($272,314)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	176,232	-	(176,232)	(100.00%)
SALARIES & WAGES				
8000 General Fund	176,232	-	(176,232)	(100.00%)
TOTAL SALARIES & WAGES	**$176,232**	**-**	**($176,232)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	34,418	-	(34,418)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	13,482	-	(13,482)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	194	-	(194)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,057	-	(1,057)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	79,792	-	(79,792)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$79,792**	**-**	**($79,792)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	256,024	-	(256,024)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$256,024**	**-**	**($256,024)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	-	(3,049)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,574	-	(2,574)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	16,290	-	(16,290)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$16,290**	**-**	**($16,290)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	272,314	-	(272,314)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$272,314**	**-**	**($272,314)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,094,762	1,094,762	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,094,762**	**$1,094,762**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,094,762**	**$1,094,762**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	4,335	4,335	0	0.00%
3170 Overtime Payments				
8000 General Fund	658	658	0	0.00%
3190 All Other Differential				
8000 General Fund	4,788	4,788	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	616	616	0	0.00%
All Funds	5,404	5,404	0	0.00%
SALARIES & WAGES				
8000 General Fund	9,781	9,781	0	0.00%
3400 Other Funds Ltd	616	616	0	0.00%
TOTAL SALARIES & WAGES	**$10,397**	**$10,397**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	1,063	1,063	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
All Funds	1,183	1,183	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	42,986	42,986	0	0.00%
3400 Other Funds Ltd	1,886	1,886	0	0.00%
All Funds	44,872	44,872	0	0.00%
3230 Social Security Taxes				
8000 General Fund	748	748	0	0.00%
3400 Other Funds Ltd	47	47	0	0.00%
All Funds	795	795	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	132	132	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	3,142	3,142	0	0.00%
3400 Other Funds Ltd	137	137	0	0.00%
All Funds	3,279	3,279	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	48,071	48,071	0	0.00%
3400 Other Funds Ltd	2,190	2,190	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$50,261**	**$50,261**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	1,036,910	1,036,910	0	0.00%
3400 Other Funds Ltd	(11)	(11)	0	0.00%
All Funds	1,036,899	1,036,899	0	0.00%
PERSONAL SERVICES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
3400 Other Funds Ltd	2,795	2,795	0	0.00%
TOTAL PERSONAL SERVICES	**$1,097,557**	**$1,097,557**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	1,094,762	1,094,762	0	0.00%
3400 Other Funds Ltd	2,795	2,795	0	0.00%
TOTAL EXPENDITURES	**$1,097,557**	**$1,097,557**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(2,795)	(2,795)	0	0.00%
TOTAL ENDING BALANCE	**($2,795)**	**($2,795)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	345,780	345,780	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL REVENUE CATEGORIES	**$345,780**	**$345,780**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL AVAILABLE REVENUES	**$345,780**	**$345,780**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4250 Data Processing				
8000 General Fund	237,125	237,125	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	108,655	108,655	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL SERVICES & SUPPLIES	**$345,780**	**$345,780**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	345,780	345,780	0	0.00%
TOTAL EXPENDITURES	**$345,780**	**$345,780**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	8,304,890	7,034,364	(1,270,526)	(15.30%)
REVENUE CATEGORIES				
8000 General Fund	8,304,890	7,034,364	(1,270,526)	(15.30%)
TOTAL REVENUE CATEGORIES	**$8,304,890**	**$7,034,364**	**($1,270,526)**	**(15.30%)**
AVAILABLE REVENUES				
8000 General Fund	8,304,890	7,034,364	(1,270,526)	(15.30%)
TOTAL AVAILABLE REVENUES	**$8,304,890**	**$7,034,364**	**($1,270,526)**	**(15.30%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,633	6,633	0	0.00%
3400 Other Funds Ltd	504	504	0	0.00%
6400 Federal Funds Ltd	2,900	2,900	0	0.00%
All Funds	10,037	10,037	0	0.00%
4125 Out of State Travel				
8000 General Fund	356	356	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	600	600	0	0.00%
All Funds	956	956	0	0.00%
4150 Employee Training				
8000 General Fund	5,420	5,420	0	0.00%
4175 Office Expenses				
8000 General Fund	18,054	18,054	0	0.00%
3400 Other Funds Ltd	311	311	0	0.00%
All Funds	18,365	18,365	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	7,707,651	6,556,552	(1,151,099)	(14.93%)
4250 Data Processing				
8000 General Fund	35,360	35,360	0	0.00%
4275 Publicity and Publications				
8000 General Fund	1,126	1,126	0	0.00%
4300 Professional Services				
8000 General Fund	6,738	6,738	0	0.00%
6400 Federal Funds Ltd	12,336	12,336	0	0.00%
All Funds	19,074	19,074	0	0.00%
4325 Attorney General				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	409,281	289,854	(119,427)	(29.18%)
4375 Employee Recruitment and Develop				
8000 General Fund	715	715	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	156	156	0	0.00%
4425 Facilities Rental and Taxes				
8000 General Fund	39,415	39,415	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	22,287	22,287	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	153	153	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	6,247	6,247	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	59	59	0	0.00%
4625 Other COP Costs				
8000 General Fund	3,349	3,349	0	0.00%
3400 Other Funds Ltd	2,670	2,670	0	0.00%
All Funds	6,019	6,019	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
8000 General Fund	34,659	34,659	0	0.00%
3400 Other Funds Ltd	1,800	1,800	0	0.00%
All Funds	36,459	36,459	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,190	1,190	0	0.00%
4715 IT Expendable Property				
8000 General Fund	1,145	1,145	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	8,299,994	7,029,468	(1,270,526)	(15.31%)
3400 Other Funds Ltd	5,885	5,885	0	0.00%
6400 Federal Funds Ltd	15,236	15,236	0	0.00%
TOTAL SERVICES & SUPPLIES	**$8,321,115**	**$7,050,589**	**($1,270,526)**	**(15.27%)**
CAPITAL OUTLAY				
5100 Office Furniture and Fixtures				
8000 General Fund	1,818	1,818	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	1,818	1,818	0	0.00%
TOTAL CAPITAL OUTLAY	**$1,818**	**$1,818**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SPECIAL PAYMENTS				
6035 Dist to Individuals				
8000 General Fund	2,827	2,827	0	0.00%
6085 Other Special Payments				
8000 General Fund	251	251	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	3,078	3,078	0	0.00%
TOTAL SPECIAL PAYMENTS	**$3,078**	**$3,078**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	8,304,890	7,034,364	(1,270,526)	(15.30%)
3400 Other Funds Ltd	5,885	5,885	0	0.00%
6400 Federal Funds Ltd	15,236	15,236	0	0.00%
TOTAL EXPENDITURES	**$8,326,011**	**$7,055,485**	**($1,270,526)**	**(15.26%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(5,885)	(5,885)	0	0.00%
6400 Federal Funds Ltd	(15,236)	(15,236)	0	0.00%
TOTAL ENDING BALANCE	**($21,121)**	**($21,121)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	674	674	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	674	674	0	0.00%
TOTAL REVENUE CATEGORIES	**$674**	**$674**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	674	674	0	0.00%
TOTAL AVAILABLE REVENUES	**$674**	**$674**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%
All Funds	1,908	1,908	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$1,908**	**$1,908**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	674	674	0	0.00%
6400 Federal Funds Ltd	1,234	1,234	0	0.00%
TOTAL EXPENDITURES	**$1,908**	**$1,908**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	(1,234)	(1,234)	0	0.00%
TOTAL ENDING BALANCE	**($1,234)**	**($1,234)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	16,169	100,150	83,981	519.40%
REVENUE CATEGORIES				
8000 General Fund	16,169	100,150	83,981	519.40%
TOTAL REVENUE CATEGORIES	**$16,169**	**$100,150**	**$83,981**	**519.40%**
AVAILABLE REVENUES				
8000 General Fund	16,169	100,150	83,981	519.40%
TOTAL AVAILABLE REVENUES	**$16,169**	**$100,150**	**$83,981**	**519.40%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	1,979	12,255	10,276	519.25%
4250 Data Processing				
8000 General Fund	2,916	18,063	15,147	519.44%
4300 Professional Services				
8000 General Fund	719	4,451	3,732	519.05%
4325 Attorney General				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	6,819	42,241	35,422	519.46%
4450 Fuels and Utilities				
8000 General Fund	2,377	14,722	12,345	519.35%
4525 Medical Services and Supplies				
8000 General Fund	666	4,127	3,461	519.67%
4650 Other Services and Supplies				
8000 General Fund	693	4,291	3,598	519.19%
SERVICES & SUPPLIES				
8000 General Fund	16,169	100,150	83,981	519.40%
TOTAL SERVICES & SUPPLIES	**$16,169**	**$100,150**	**$83,981**	**519.40%**
EXPENDITURES				
8000 General Fund	16,169	100,150	83,981	519.40%
TOTAL EXPENDITURES	**$16,169**	**$100,150**	**$83,981**	**519.40%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	515,665	515,665	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL REVENUE CATEGORIES	**$840,789**	**$840,789**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL AVAILABLE REVENUES	**$840,789**	**$840,789**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	3,596,969	3,596,969	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
All Funds	3,922,093	3,922,093	0	0.00%
4225 State Gov. Service Charges				
8000 General Fund	(5,578,203)	(5,578,203)	0	0.00%
4250 Data Processing				
8000 General Fund	2,496,899	2,496,899	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL SERVICES & SUPPLIES	**$840,789**	**$840,789**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	515,665	515,665	0	0.00%
6400 Federal Funds Ltd	325,124	325,124	0	0.00%
TOTAL EXPENDITURES	**$840,789**	**$840,789**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	916,814	-	(916,814)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	916,814	-	(916,814)	(100.00%)
TOTAL REVENUE CATEGORIES	**$916,814**	**-**	**($916,814)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	916,814	-	(916,814)	(100.00%)
TOTAL AVAILABLE REVENUES	**$916,814**	**-**	**($916,814)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	606,456	-	(606,456)	(100.00%)
SALARIES & WAGES				
8000 General Fund	606,456	-	(606,456)	(100.00%)
TOTAL SALARIES & WAGES	**$606,456**	**-**	**($606,456)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	132	-	(132)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	118,441	-	(118,441)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	46,394	-	(46,394)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	1,091	-	(1,091)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	207	-	(207)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	3,639	-	(3,639)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	91,584	-	(91,584)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	261,488	-	(261,488)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$261,488**	**-**	**($261,488)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	867,944	-	(867,944)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$867,944**	**-**	**($867,944)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	4,719	-	(4,719)	(100.00%)
4175 Office Expenses				
8000 General Fund	21,801	-	(21,801)	(100.00%)
4250 Data Processing				
8000 General Fund	1,839	-	(1,839)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	3,642	-	(3,642)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	9,147	-	(9,147)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	7,722	-	(7,722)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	48,870	-	(48,870)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$48,870**	**-**	**($48,870)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	916,814	-	(916,814)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$916,814**	**-**	**($916,814)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3	-	(3)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.00	-	(3.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	280,000	-	(280,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	280,000	-	(280,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$280,000**	**-**	**($280,000)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	280,000	-	(280,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$280,000**	**-**	**($280,000)**	**(100.00%)**
EXPENDITURES				
CAPITAL OUTLAY				
5550 Data Processing Software				
8000 General Fund	280,000	-	(280,000)	(100.00%)
CAPITAL OUTLAY				
8000 General Fund	280,000	-	(280,000)	(100.00%)
TOTAL CAPITAL OUTLAY	**$280,000**	**-**	**($280,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	280,000	-	(280,000)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$280,000**	**-**	**($280,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	904,444	-	(904,444)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	904,444	-	(904,444)	(100.00%)
TOTAL REVENUE CATEGORIES	**$904,444**	**-**	**($904,444)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	904,444	-	(904,444)	(100.00%)
TOTAL AVAILABLE REVENUES	**$904,444**	**-**	**($904,444)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	560,112	-	(560,112)	(100.00%)
SALARIES & WAGES				
8000 General Fund	560,112	-	(560,112)	(100.00%)
TOTAL SALARIES & WAGES	**$560,112**	**-**	**($560,112)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	176	-	(176)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	109,390	-	(109,390)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	42,849	-	(42,849)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	1,008	-	(1,008)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	276	-	(276)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	3,361	-	(3,361)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	122,112	-	(122,112)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	279,172	-	(279,172)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$279,172**	**-**	**($279,172)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	839,284	-	(839,284)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$839,284**	**-**	**($839,284)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,292	-	(6,292)	(100.00%)
4175 Office Expenses				
8000 General Fund	29,068	-	(29,068)	(100.00%)
4250 Data Processing				
8000 General Fund	2,452	-	(2,452)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	4,856	-	(4,856)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	12,196	-	(12,196)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	10,296	-	(10,296)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	65,160	-	(65,160)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$65,160**	**-**	**($65,160)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	904,444	-	(904,444)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$904,444**	**-**	**($904,444)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	-	(4)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	4.00	-	(4.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	14,922,845	-	(14,922,845)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	14,922,845	-	(14,922,845)	(100.00%)
TOTAL REVENUE CATEGORIES	**$14,922,845**	**-**	**($14,922,845)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	14,922,845	-	(14,922,845)	(100.00%)
TOTAL AVAILABLE REVENUES	**$14,922,845**	**-**	**($14,922,845)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4700 Expendable Prop 250 - 5000				
8000 General Fund	12,000,000	-	(12,000,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	12,000,000	-	(12,000,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$12,000,000**	**-**	**($12,000,000)**	**(100.00%)**
CAPITAL OUTLAY				
5200 Technical Equipment				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	730,711	-	(730,711)	(100.00%)
5900 Other Capital Outlay				
8000 General Fund	2,192,134	-	(2,192,134)	(100.00%)
CAPITAL OUTLAY				
8000 General Fund	2,922,845	-	(2,922,845)	(100.00%)
TOTAL CAPITAL OUTLAY	**$2,922,845**	**-**	**($2,922,845)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	14,922,845	-	(14,922,845)	(100.00%)
TOTAL EXPENDITURES	**$14,922,845**	**-**	**($14,922,845)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%
REVENUE CATEGORIES				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%
TOTAL REVENUE CATEGORIES	**$406,307**	**$529,695**	**$123,388**	**30.37%**
AVAILABLE REVENUES				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%
TOTAL AVAILABLE REVENUES	**$406,307**	**$529,695**	**$123,388**	**30.37%**
EXPENDITURES				
SERVICES & SUPPLIES				
4625 Other COP Costs				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%
TOTAL SERVICES & SUPPLIES	**$406,307**	**$529,695**	**$123,388**	**30.37%**
EXPENDITURES				
3400 Other Funds Ltd	406,307	529,695	123,388	30.37%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$406,307**	**$529,695**	**$123,388**	**30.37%**
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
REVENUE CATEGORIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL REVENUE CATEGORIES	**$122,683**	**$122,683**	**$0**	**0.00%**
AVAILABLE REVENUES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL AVAILABLE REVENUES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
SERVICES & SUPPLIES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%
TOTAL SERVICES & SUPPLIES	**$122,683**	**$122,683**	**$0**	**0.00%**
EXPENDITURES				
6400 Federal Funds Ltd	122,683	122,683	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$122,683**	**$122,683**	**$0**	**0.00%**
ENDING BALANCE				
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,338,845	1,338,845	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,338,845**	**$1,338,845**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,338,845**	**$1,338,845**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	921	921	0	0.00%
3170 Overtime Payments				
8000 General Fund	6,390	6,390	0	0.00%
3400 Other Funds Ltd	697	697	0	0.00%
All Funds	7,087	7,087	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3190 All Other Differential				
8000 General Fund	6,193	6,193	0	0.00%
3400 Other Funds Ltd	2,313	2,313	0	0.00%
All Funds	8,506	8,506	0	0.00%
SALARIES & WAGES				
8000 General Fund	13,504	13,504	0	0.00%
3400 Other Funds Ltd	3,010	3,010	0	0.00%
TOTAL SALARIES & WAGES	**$16,514**	**$16,514**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	2,456	2,456	0	0.00%
3400 Other Funds Ltd	589	589	0	0.00%
All Funds	3,045	3,045	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	121,928	121,928	0	0.00%
3400 Other Funds Ltd	18,181	18,181	0	0.00%
All Funds	140,109	140,109	0	0.00%
3230 Social Security Taxes				
8000 General Fund	1,033	1,033	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	231	231	0	0.00%
All Funds	1,264	1,264	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	1,056	1,056	0	0.00%
3400 Other Funds Ltd	2	2	0	0.00%
All Funds	1,058	1,058	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	3,533	3,533	0	0.00%
3400 Other Funds Ltd	1,316	1,316	0	0.00%
All Funds	4,849	4,849	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	130,006	130,006	0	0.00%
3400 Other Funds Ltd	20,319	20,319	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$150,325**	**$150,325**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	1,195,335	1,195,335	0	0.00%
3400 Other Funds Ltd	421	421	0	0.00%
All Funds	1,195,756	1,195,756	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
3400 Other Funds Ltd	23,750	23,750	0	0.00%
TOTAL PERSONAL SERVICES	**$1,362,595**	**$1,362,595**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,338,845	1,338,845	0	0.00%
3400 Other Funds Ltd	23,750	23,750	0	0.00%
TOTAL EXPENDITURES	**$1,362,595**	**$1,362,595**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(23,750)	(23,750)	0	0.00%
TOTAL ENDING BALANCE	**($23,750)**	**($23,750)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	187,960	187,960	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL REVENUE CATEGORIES	**$187,960**	**$187,960**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL AVAILABLE REVENUES	**$187,960**	**$187,960**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	7,163	7,163	0	0.00%
4150 Employee Training				
8000 General Fund	12,372	12,372	0	0.00%
4175 Office Expenses				
8000 General Fund	18,757	18,757	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	49,850	49,850	0	0.00%
4250 Data Processing				
8000 General Fund	48,002	48,002	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	21,693	21,693	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	12,309	12,309	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	12,049	12,049	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	5,765	5,765	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL SERVICES & SUPPLIES	**$187,960**	**$187,960**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	187,960	187,960	0	0.00%
TOTAL EXPENDITURES	**$187,960**	**$187,960**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	246,531	229,944	(16,587)	(6.73%)
REVENUE CATEGORIES				
8000 General Fund	246,531	229,944	(16,587)	(6.73%)
TOTAL REVENUE CATEGORIES	**$246,531**	**$229,944**	**($16,587)**	**(6.73%)**
AVAILABLE REVENUES				
8000 General Fund	246,531	229,944	(16,587)	(6.73%)
TOTAL AVAILABLE REVENUES	**$246,531**	**$229,944**	**($16,587)**	**(6.73%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	10,397	10,397	0	0.00%
3400 Other Funds Ltd	820	820	0	0.00%
All Funds	11,217	11,217	0	0.00%
4125 Out of State Travel				
8000 General Fund	194	194	0	0.00%
4150 Employee Training				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	5,039	5,039	0	0.00%
3400 Other Funds Ltd	31	31	0	0.00%
All Funds	5,070	5,070	0	0.00%
4175 Office Expenses				
8000 General Fund	8,684	8,684	0	0.00%
3400 Other Funds Ltd	3,330	3,330	0	0.00%
All Funds	12,014	12,014	0	0.00%
4200 Telecommunications				
8000 General Fund	56,940	56,940	0	0.00%
4250 Data Processing				
8000 General Fund	31,982	31,982	0	0.00%
3400 Other Funds Ltd	265	265	0	0.00%
All Funds	32,247	32,247	0	0.00%
4275 Publicity and Publications				
8000 General Fund	501	501	0	0.00%
4300 Professional Services				
8000 General Fund	3,413	3,413	0	0.00%
4325 Attorney General				
8000 General Fund	56,846	40,259	(16,587)	(29.18%)

Description	Agency Request Budget (V-01) Column 1	Governor's Budget (Y-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	411	291	(120)	(29.20%)
All Funds	57,257	40,550	(16,707)	(29.18%)
4375 Employee Recruitment and Develop				
8000 General Fund	188	188	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	301	301	0	0.00%
3400 Other Funds Ltd	15	15	0	0.00%
All Funds	316	316	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	19,947	19,947	0	0.00%
3400 Other Funds Ltd	3,532	3,532	0	0.00%
All Funds	23,479	23,479	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	24,185	24,185	0	0.00%
3400 Other Funds Ltd	10,159	10,159	0	0.00%
All Funds	34,344	34,344	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	146	146	0	0.00%
3400 Other Funds Ltd	14,081	14,081	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	14,227	14,227	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	62	62	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	1,101	1,101	0	0.00%
3400 Other Funds Ltd	2,239	2,239	0	0.00%
All Funds	3,340	3,340	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	10,728	10,728	0	0.00%
3400 Other Funds Ltd	13,279	13,279	0	0.00%
All Funds	24,007	24,007	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,965	1,965	0	0.00%
3400 Other Funds Ltd	305	305	0	0.00%
All Funds	2,270	2,270	0	0.00%
4715 IT Expendable Property				
8000 General Fund	2,557	2,557	0	0.00%
3400 Other Funds Ltd	401	401	0	0.00%
All Funds	2,958	2,958	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SERVICES & SUPPLIES				
8000 General Fund	235,176	218,589	(16,587)	(7.05%)
3400 Other Funds Ltd	48,868	48,748	(120)	(0.25%)
TOTAL SERVICES & SUPPLIES	**$284,044**	**$267,337**	**($16,707)**	**(5.88%)**
CAPITAL OUTLAY				
5150 Telecommunications Equipment				
8000 General Fund	1,996	1,996	0	0.00%
5250 Household and Institutional Equip.				
8000 General Fund	7,666	7,666	0	0.00%
5350 Industrial and Heavy Equipment				
8000 General Fund	376	376	0	0.00%
5550 Data Processing Software				
8000 General Fund	583	583	0	0.00%
5600 Data Processing Hardware				
8000 General Fund	734	734	0	0.00%
CAPITAL OUTLAY				
8000 General Fund	11,355	11,355	0	0.00%
TOTAL CAPITAL OUTLAY	**$11,355**	**$11,355**	**$0**	**0.00%**

EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	246,531	229,944	(16,587)	(6.73%)
3400 Other Funds Ltd	48,868	48,748	(120)	(0.25%)
TOTAL EXPENDITURES	**$295,399**	**$278,692**	**($16,707)**	**(5.66%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(48,868)	(48,748)	120	0.25%
TOTAL ENDING BALANCE	**($48,868)**	**($48,748)**	**$120**	**0.25%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	376	376	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	376	376	0	0.00%
TOTAL REVENUE CATEGORIES	**$376**	**$376**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	376	376	0	0.00%
TOTAL AVAILABLE REVENUES	**$376**	**$376**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	341	341	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	35	35	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	376	376	0	0.00%
TOTAL SERVICES & SUPPLIES	**$376**	**$376**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	376	376	0	0.00%
TOTAL EXPENDITURES	**$376**	**$376**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	17,121	106,054	88,933	519.44%
REVENUE CATEGORIES				
8000 General Fund	17,121	106,054	88,933	519.44%
TOTAL REVENUE CATEGORIES	**$17,121**	**$106,054**	**$88,933**	**519.44%**
AVAILABLE REVENUES				
8000 General Fund	17,121	106,054	88,933	519.44%
TOTAL AVAILABLE REVENUES	**$17,121**	**$106,054**	**$88,933**	**519.44%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	1,042	6,455	5,413	519.48%
4200 Telecommunications				
8000 General Fund	5,917	36,651	30,734	519.42%
4250 Data Processing				
8000 General Fund	3,260	20,194	16,934	519.45%
4300 Professional Services				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	364	2,255	1,891	519.51%
4325 Attorney General				
8000 General Fund	947	5,867	4,920	519.54%
4450 Fuels and Utilities				
8000 General Fund	2,058	12,746	10,688	519.34%
4475 Facilities Maintenance				
8000 General Fund	2,404	14,891	12,487	519.43%
4650 Other Services and Supplies				
8000 General Fund	1,129	6,995	5,866	519.57%
SERVICES & SUPPLIES				
8000 General Fund	17,121	106,054	88,933	519.44%
TOTAL SERVICES & SUPPLIES	**$17,121**	**$106,054**	**$88,933**	**519.44%**
EXPENDITURES				
8000 General Fund	17,121	106,054	88,933	519.44%
TOTAL EXPENDITURES	**$17,121**	**$106,054**	**$88,933**	**519.44%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	364,939	-	(364,939)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	364,939	-	(364,939)	(100.00%)
TOTAL REVENUE CATEGORIES	**$364,939**	**-**	**($364,939)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	364,939	-	(364,939)	(100.00%)
TOTAL AVAILABLE REVENUES	**$364,939**	**-**	**($364,939)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	214,008	-	(214,008)	(100.00%)
3190 All Other Differential				
8000 General Fund	12,840	-	(12,840)	(100.00%)
SALARIES & WAGES				
8000 General Fund	226,848	-	(226,848)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SALARIES & WAGES	**$226,848**	**-**	**($226,848)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	44,304	-	(44,304)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	17,354	-	(17,354)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	408	-	(408)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,361	-	(1,361)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	94,068	-	(94,068)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$94,068**	**-**	**($94,068)**	**(100.00%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
PERSONAL SERVICES				
8000 General Fund	320,916	-	(320,916)	(100.00%)
TOTAL PERSONAL SERVICES	**$320,916**	**-**	**($320,916)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	28,947	-	(28,947)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	-	(3,049)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,574	-	(2,574)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	44,023	-	(44,023)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$44,023**	**-**	**($44,023)**	**(100.00%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
8000 General Fund	364,939	-	(364,939)	(100.00%)
TOTAL EXPENDITURES	**$364,939**	**-**	**($364,939)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	2,000,000	2,000,000	100.00%
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	2,000,000	-	(2,000,000)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	-	2,000,000	2,000,000	100.00%
3400 Other Funds Ltd	2,000,000	-	(2,000,000)	(100.00%)
TOTAL REVENUE CATEGORIES	**$2,000,000**	**$2,000,000**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	-	2,000,000	2,000,000	100.00%
3400 Other Funds Ltd	2,000,000	-	(2,000,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$2,000,000**	**$2,000,000**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	1,032,504	1,032,504	100.00%
3400 Other Funds Ltd	1,032,504	-	(1,032,504)	(100.00%)
All Funds	1,032,504	1,032,504	0	0.00%
SALARIES & WAGES				
8000 General Fund	-	1,032,504	1,032,504	100.00%
3400 Other Funds Ltd	1,032,504	-	(1,032,504)	(100.00%)
TOTAL SALARIES & WAGES	**$1,032,504**	**$1,032,504**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	-	352	352	100.00%
3400 Other Funds Ltd	352	-	(352)	(100.00%)
All Funds	352	352	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	-	201,647	201,647	100.00%
3400 Other Funds Ltd	201,647	-	(201,647)	(100.00%)
All Funds	201,647	201,647	0	0.00%
3230 Social Security Taxes				
8000 General Fund	-	78,984	78,984	100.00%
3400 Other Funds Ltd	78,984	-	(78,984)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	78,984	78,984	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	-	1,857	1,857	100.00%
3400 Other Funds Ltd	1,857	-	(1,857)	(100.00%)
All Funds	1,857	1,857	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	-	552	552	100.00%
3400 Other Funds Ltd	552	-	(552)	(100.00%)
All Funds	552	552	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	-	6,195	6,195	100.00%
3400 Other Funds Ltd	6,195	-	(6,195)	(100.00%)
All Funds	6,195	6,195	0	0.00%
3270 Flexible Benefits				
8000 General Fund	-	244,224	244,224	100.00%
3400 Other Funds Ltd	244,224	-	(244,224)	(100.00%)
All Funds	244,224	244,224	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	-	533,811	533,811	100.00%

Description	Agency Request Budget (V-01) Column 1	Governor's Budget (Y-01) Column 2	Column 2 Minus Column 1	% Change from Column 1 to Column 2
3400 Other Funds Ltd	533,811	-	(533,811)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$533,811**	**$533,811**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	-	1,566,315	1,566,315	100.00%
3400 Other Funds Ltd	1,566,315	-	(1,566,315)	(100.00%)
TOTAL PERSONAL SERVICES	**$1,566,315**	**$1,566,315**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	-	12,584	12,584	100.00%
3400 Other Funds Ltd	12,584	-	(12,584)	(100.00%)
All Funds	12,584	12,584	0	0.00%
4175 Office Expenses				
8000 General Fund	-	58,136	58,136	100.00%
3400 Other Funds Ltd	58,136	-	(58,136)	(100.00%)
All Funds	58,136	58,136	0	0.00%
4250 Data Processing				
8000 General Fund	-	4,904	4,904	100.00%
3400 Other Funds Ltd	4,904	-	(4,904)	(100.00%)
All Funds	4,904	4,904	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4315 IT Professional Services				
8000 General Fund	-	303,365	303,365	100.00%
3400 Other Funds Ltd	303,365	-	(303,365)	(100.00%)
All Funds	303,365	303,365	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	-	9,712	9,712	100.00%
3400 Other Funds Ltd	9,712	-	(9,712)	(100.00%)
All Funds	9,712	9,712	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	-	24,392	24,392	100.00%
3400 Other Funds Ltd	24,392	-	(24,392)	(100.00%)
All Funds	24,392	24,392	0	0.00%
4715 IT Expendable Property				
8000 General Fund	-	20,592	20,592	100.00%
3400 Other Funds Ltd	20,592	-	(20,592)	(100.00%)
All Funds	20,592	20,592	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	-	433,685	433,685	100.00%
3400 Other Funds Ltd	433,685	-	(433,685)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$433,685**	**$433,685**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	2,000,000	2,000,000	100.00%
3400 Other Funds Ltd	2,000,000	-	(2,000,000)	(100.00%)
TOTAL EXPENDITURES	**$2,000,000**	**$2,000,000**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	8	8	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	8.00	8.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3400 Other Funds Ltd	623,175	623,175	0	0.00%
REVENUE CATEGORIES				
3400 Other Funds Ltd	623,175	623,175	0	0.00%
TOTAL REVENUE CATEGORIES	**$623,175**	**$623,175**	**$0**	**0.00%**
AVAILABLE REVENUES				
3400 Other Funds Ltd	623,175	623,175	0	0.00%
TOTAL AVAILABLE REVENUES	**$623,175**	**$623,175**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4715 IT Expendable Property				
3400 Other Funds Ltd	360,000	360,000	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	360,000	360,000	0	0.00%
TOTAL SERVICES & SUPPLIES	**$360,000**	**$360,000**	**$0**	**0.00%**
CAPITAL OUTLAY				
5900 Other Capital Outlay				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	263,175	263,175	0	0.00%
CAPITAL OUTLAY				
3400 Other Funds Ltd	263,175	263,175	0	0.00%
TOTAL CAPITAL OUTLAY	**$263,175**	**$263,175**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	623,175	623,175	0	0.00%
TOTAL EXPENDITURES	**$623,175**	**$623,175**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,363,664	-	(2,363,664)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	2,363,664	-	(2,363,664)	(100.00%)
TOTAL REVENUE CATEGORIES	**$2,363,664**	**-**	**($2,363,664)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,363,664	-	(2,363,664)	(100.00%)
TOTAL AVAILABLE REVENUES	**$2,363,664**	**-**	**($2,363,664)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	351,024	-	(351,024)	(100.00%)
SALARIES & WAGES				
8000 General Fund	351,024	-	(351,024)	(100.00%)
TOTAL SALARIES & WAGES	**$351,024**	**-**	**($351,024)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	220	-	(220)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	68,554	-	(68,554)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	26,852	-	(26,852)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	632	-	(632)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	345	-	(345)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	2,106	-	(2,106)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	91,584	-	(91,584)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	190,293	-	(190,293)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$190,293**	**-**	**($190,293)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	541,317	-	(541,317)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$541,317**	**-**	**($541,317)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	4,720	-	(4,720)	(100.00%)
4175 Office Expenses				
8000 General Fund	21,802	-	(21,802)	(100.00%)
4250 Data Processing				
8000 General Fund	316,840	-	(316,840)	(100.00%)
4315 IT Professional Services				
8000 General Fund	8,000	-	(8,000)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	3,642	-	(3,642)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	15,245	-	(15,245)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	704,879	-	(704,879)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	1,075,128	-	(1,075,128)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$1,075,128**	**-**	**($1,075,128)**	**(100.00%)**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
CAPITAL OUTLAY				
5550 Data Processing Software				
8000 General Fund	192,000	-	(192,000)	(100.00%)
5900 Other Capital Outlay				
8000 General Fund	555,219	-	(555,219)	(100.00%)
CAPITAL OUTLAY				
8000 General Fund	747,219	-	(747,219)	(100.00%)
TOTAL CAPITAL OUTLAY	**$747,219**	**-**	**($747,219)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	2,363,664	-	(2,363,664)	(100.00%)
TOTAL EXPENDITURES	**$2,363,664**	**-**	**($2,363,664)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	5	-	(5)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.00	-	(3.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	349,189	-	(349,189)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	349,189	-	(349,189)	(100.00%)
TOTAL REVENUE CATEGORIES	**$349,189**	**-**	**($349,189)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	349,189	-	(349,189)	(100.00%)
TOTAL AVAILABLE REVENUES	**$349,189**	**-**	**($349,189)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	214,008	-	(214,008)	(100.00%)
SALARIES & WAGES				
8000 General Fund	214,008	-	(214,008)	(100.00%)
TOTAL SALARIES & WAGES	**$214,008**	**-**	**($214,008)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	41,796	-	(41,796)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	16,372	-	(16,372)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	385	-	(385)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,284	-	(1,284)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	90,478	-	(90,478)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$90,478**	**-**	**($90,478)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	304,486	-	(304,486)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL PERSONAL SERVICES	**$304,486**	**-**	**($304,486)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	29,986	-	(29,986)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	-	(3,049)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,574	-	(2,574)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	44,703	-	(44,703)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$44,703**	**-**	**($44,703)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	349,189	-	(349,189)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$349,189**	**-**	**($349,189)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,469,799	1,469,799	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,469,799	1,469,799	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,469,799**	**$1,469,799**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,469,799	1,469,799	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,469,799**	**$1,469,799**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4200 Telecommunications				
8000 General Fund	1,469,799	1,469,799	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,469,799	1,469,799	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,469,799**	**$1,469,799**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,469,799	1,469,799	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$1,469,799**	**$1,469,799**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	29,467	29,467	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL AVAILABLE REVENUES	**$29,467**	**$29,467**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
OTHER PAYROLL EXPENSES				
3221 Pension Obligation Bond				
8000 General Fund	32,070	32,070	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	98	98	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	(6,624)	(6,624)	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	25,544	25,544	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$25,544**	**$25,544**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	3,923	3,923	0	0.00%
PERSONAL SERVICES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL PERSONAL SERVICES	**$29,467**	**$29,467**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	29,467	29,467	0	0.00%
TOTAL EXPENDITURES	**$29,467**	**$29,467**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	18,665	18,665	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	18,665	18,665	0	0.00%
TOTAL AVAILABLE REVENUES	**$18,665**	**$18,665**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,752	2,752	0	0.00%
4175 Office Expenses				
8000 General Fund	12,716	12,716	0	0.00%
4250 Data Processing				
8000 General Fund	1,072	1,072	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	2,125	2,125	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	18,665	18,665	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$18,665**	**$18,665**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	18,665	18,665	0	0.00%
TOTAL EXPENDITURES	**$18,665**	**$18,665**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	122,968	95,098	(27,870)	(22.66%)
AVAILABLE REVENUES				
8000 General Fund	122,968	95,098	(27,870)	(22.66%)
TOTAL AVAILABLE REVENUES	**$122,968**	**$95,098**	**($27,870)**	**(22.66%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	2,898	2,898	0	0.00%
4125 Out of State Travel				
8000 General Fund	148	148	0	0.00%
4150 Employee Training				
8000 General Fund	3,798	3,798	0	0.00%
4175 Office Expenses				
8000 General Fund	2,840	2,840	0	0.00%
4200 Telecommunications				
8000 General Fund	141	141	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	915	915	0	0.00%
4275 Publicity and Publications				
8000 General Fund	109	109	0	0.00%
4300 Professional Services				
8000 General Fund	12,210	12,210	0	0.00%
4325 Attorney General				
8000 General Fund	95,767	67,897	(27,870)	(29.10%)
4375 Employee Recruitment and Develop				
8000 General Fund	1,324	1,324	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	77	77	0	0.00%
4450 Fuels and Utilities				
8000 General Fund	264	264	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	361	361	0	0.00%
3400 Other Funds Ltd	150	150	0	0.00%
All Funds	511	511	0	0.00%
4525 Medical Services and Supplies				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	374	374	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	24	24	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	799	799	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	145	145	0	0.00%
4715 IT Expendable Property				
8000 General Fund	774	774	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	122,968	95,098	(27,870)	(22.66%)
3400 Other Funds Ltd	150	150	0	0.00%
TOTAL SERVICES & SUPPLIES	**$123,118**	**$95,248**	**($27,870)**	**(22.64%)**
EXPENDITURES				
8000 General Fund	122,968	95,098	(27,870)	(22.66%)
3400 Other Funds Ltd	150	150	0	0.00%
TOTAL EXPENDITURES	**$123,118**	**$95,248**	**($27,870)**	**(22.64%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(150)	(150)	0	0.00%
TOTAL ENDING BALANCE	**($150)**	**($150)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,221	1,221	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,221**	**$1,221**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	1,221	1,221	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,221**	**$1,221**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,221	1,221	0	0.00%
TOTAL EXPENDITURES	**$1,221**	**$1,221**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	201,251	-	(201,251)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	201,251	-	(201,251)	(100.00%)
TOTAL AVAILABLE REVENUES	**$201,251**	**-**	**($201,251)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	120,600	-	(120,600)	(100.00%)
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	23,553	-	(23,553)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	9,226	-	(9,226)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	217	-	(217)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	724	-	(724)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	64,361	-	(64,361)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$64,361**	**-**	**($64,361)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	184,961	-	(184,961)	(100.00%)
TOTAL PERSONAL SERVICES	**$184,961**	**-**	**($184,961)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	-	(3,049)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,574	-	(2,574)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	16,290	-	(16,290)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$16,290**	**-**	**($16,290)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	201,251	-	(201,251)	(100.00%)
TOTAL EXPENDITURES	**$201,251**	**-**	**($201,251)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	225,695	-	(225,695)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	225,695	-	(225,695)	(100.00%)
TOTAL AVAILABLE REVENUES	**$225,695**	**-**	**($225,695)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	139,704	-	(139,704)	(100.00%)
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	27,284	-	(27,284)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	10,687	-	(10,687)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	251	-	(251)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	838	-	(838)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	69,701	-	(69,701)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$69,701**	**-**	**($69,701)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	209,405	-	(209,405)	(100.00%)
TOTAL PERSONAL SERVICES	**$209,405**	**-**	**($209,405)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	-	(3,049)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	2,574	-	(2,574)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	16,290	-	(16,290)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$16,290**	**-**	**($16,290)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	225,695	-	(225,695)	(100.00%)
TOTAL EXPENDITURES	**$225,695**	**-**	**($225,695)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,385,016	-	(1,385,016)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	1,385,016	-	(1,385,016)	(100.00%)
TOTAL AVAILABLE REVENUES	**$1,385,016**	**-**	**($1,385,016)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	790,848	-	(790,848)	(100.00%)
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	352	-	(352)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	154,455	-	(154,455)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	60,499	-	(60,499)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3240 Unemployment Assessments				
8000 General Fund	1,423	-	(1,423)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	552	-	(552)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	2,343	-	(2,343)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	244,224	-	(244,224)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	463,848	-	(463,848)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$463,848**	**-**	**($463,848)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	1,254,696	-	(1,254,696)	(100.00%)
TOTAL PERSONAL SERVICES	**$1,254,696**	**-**	**($1,254,696)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	12,584	-	(12,584)	(100.00%)
4175 Office Expenses				
8000 General Fund	58,136	-	(58,136)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	4,904	-	(4,904)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	9,712	-	(9,712)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	24,392	-	(24,392)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	20,592	-	(20,592)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	130,320	-	(130,320)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$130,320**	**-**	**($130,320)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	1,385,016	-	(1,385,016)	(100.00%)
TOTAL EXPENDITURES	**$1,385,016**	**-**	**($1,385,016)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	8	-	(8)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	8.00	-	(8.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	75,393	75,393	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	75,393	75,393	0	0.00%
TOTAL AVAILABLE REVENUES	**$75,393**	**$75,393**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	283	283	0	0.00%
3190 All Other Differential				
8000 General Fund	7,718	7,718	0	0.00%
SALARIES & WAGES				
8000 General Fund	8,001	8,001	0	0.00%
TOTAL SALARIES & WAGES	**$8,001**	**$8,001**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,562	1,562	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	63,753	63,753	0	0.00%
3400 Other Funds Ltd	112	112	0	0.00%
All Funds	63,865	63,865	0	0.00%
3230 Social Security Taxes				
8000 General Fund	613	613	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	1,046	1,046	0	0.00%
3400 Other Funds Ltd	9	9	0	0.00%
All Funds	1,055	1,055	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	66,974	66,974	0	0.00%
3400 Other Funds Ltd	121	121	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$67,095**	**$67,095**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	418	418	0	0.00%
3400 Other Funds Ltd	(1)	(1)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	417	417	0	0.00%
PERSONAL SERVICES				
8000 General Fund	75,393	75,393	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
TOTAL PERSONAL SERVICES	**$75,513**	**$75,513**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	75,393	75,393	0	0.00%
3400 Other Funds Ltd	120	120	0	0.00%
TOTAL EXPENDITURES	**$75,513**	**$75,513**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(120)	(120)	0	0.00%
TOTAL ENDING BALANCE	**($120)**	**($120)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	6,811,988	6,804,749	(7,239)	(0.11%)
AVAILABLE REVENUES				
8000 General Fund	6,811,988	6,804,749	(7,239)	(0.11%)
TOTAL AVAILABLE REVENUES	**$6,811,988**	**$6,804,749**	**($7,239)**	**(0.11%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,230	1,230	0	0.00%
4125 Out of State Travel				
8000 General Fund	287	287	0	0.00%
4150 Employee Training				
8000 General Fund	842	842	0	0.00%
4175 Office Expenses				
8000 General Fund	2,489	2,489	0	0.00%
4250 Data Processing				
8000 General Fund	1,358	1,358	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4275 Publicity and Publications				
8000 General Fund	19	19	0	0.00%
4300 Professional Services				
8000 General Fund	4,015	4,015	0	0.00%
4325 Attorney General				
8000 General Fund	24,875	17,636	(7,239)	(29.10%)
4375 Employee Recruitment and Develop				
8000 General Fund	20	20	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	1,777	1,777	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	273	273	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	9	9	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	26,999	26,999	0	0.00%
3400 Other Funds Ltd	41,197	41,197	0	0.00%
All Funds	68,196	68,196	0	0.00%
4650 Other Services and Supplies				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,251	1,251	0	0.00%
3400 Other Funds Ltd	184	184	0	0.00%
All Funds	1,435	1,435	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	1,354	1,354	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	66,798	59,559	(7,239)	(10.84%)
3400 Other Funds Ltd	41,381	41,381	0	0.00%
TOTAL SERVICES & SUPPLIES	**$108,179**	**$100,940**	**($7,239)**	**(6.69%)**
CAPITAL OUTLAY				
5600 Data Processing Hardware				
8000 General Fund	1,458	1,458	0	0.00%
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	6,743,732	6,743,732	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
All Funds	6,904,255	6,904,255	0	0.00%
SPECIAL PAYMENTS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	6,743,732	6,743,732	0	0.00%
3400 Other Funds Ltd	151,769	151,769	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
TOTAL SPECIAL PAYMENTS	**$6,904,255**	**$6,904,255**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	6,811,988	6,804,749	(7,239)	(0.11%)
3400 Other Funds Ltd	193,150	193,150	0	0.00%
6400 Federal Funds Ltd	8,754	8,754	0	0.00%
TOTAL EXPENDITURES	**$7,013,892**	**$7,006,653**	**($7,239)**	**(0.10%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(193,150)	(193,150)	0	0.00%
6400 Federal Funds Ltd	(8,754)	(8,754)	0	0.00%
TOTAL ENDING BALANCE	**($201,904)**	**($201,904)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	402	402	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	402	402	0	0.00%
TOTAL AVAILABLE REVENUES	**$402**	**$402**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	402	402	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	402	402	0	0.00%
TOTAL SERVICES & SUPPLIES	**$402**	**$402**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	402	402	0	0.00%
TOTAL EXPENDITURES	**$402**	**$402**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	24,155,620	22,294,548	(1,861,072)	(7.70%)
AVAILABLE REVENUES				
8000 General Fund	24,155,620	22,294,548	(1,861,072)	(7.70%)
TOTAL AVAILABLE REVENUES	**$24,155,620**	**$22,294,548**	**($1,861,072)**	**(7.70%)**
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	24,155,620	22,294,548	(1,861,072)	(7.70%)
SPECIAL PAYMENTS				
8000 General Fund	24,155,620	22,294,548	(1,861,072)	(7.70%)
TOTAL SPECIAL PAYMENTS	**$24,155,620**	**$22,294,548**	**($1,861,072)**	**(7.70%)**
EXPENDITURES				
8000 General Fund	24,155,620	22,294,548	(1,861,072)	(7.70%)
TOTAL EXPENDITURES	**$24,155,620**	**$22,294,548**	**($1,861,072)**	**(7.70%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
SPECIAL PAYMENTS				
6025 Dist to Other Gov Unit				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
SPECIAL PAYMENTS				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
TOTAL SPECIAL PAYMENTS	**$106,369**	**$106,369**	**$0**	**0.00%**
EXPENDITURES				
3400 Other Funds Ltd	106,369	106,369	0	0.00%
TOTAL EXPENDITURES	**$106,369**	**$106,369**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	(106,369)	(106,369)	0	0.00%
TOTAL ENDING BALANCE	**($106,369)**	**($106,369)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
AVAILABLE REVENUES				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($15,000,000)**	**($15,000,000)**	**100.00%**
EXPENDITURES				
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
SPECIAL PAYMENTS				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
TOTAL SPECIAL PAYMENTS	**-**	**($15,000,000)**	**($15,000,000)**	**100.00%**
EXPENDITURES				
8000 General Fund	-	(15,000,000)	(15,000,000)	100.00%
TOTAL EXPENDITURES	**-**	**($15,000,000)**	**($15,000,000)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	289,314	-	(289,314)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	289,314	-	(289,314)	(100.00%)
TOTAL AVAILABLE REVENUES	**$289,314**	**-**	**($289,314)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	194,088	-	(194,088)	(100.00%)
SALARIES & WAGES				
8000 General Fund	194,088	-	(194,088)	(100.00%)
TOTAL SALARIES & WAGES	**$194,088**	**-**	**($194,088)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	37,905	-	(37,905)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	14,848	-	(14,848)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,165	-	(1,165)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	84,559	-	(84,559)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$84,559**	**-**	**($84,559)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	278,647	-	(278,647)	(100.00%)
TOTAL PERSONAL SERVICES	**$278,647**	**-**	**($278,647)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	7,267	-	(7,267)	(100.00%)
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	10,667	-	(10,667)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$10,667**	**-**	**($10,667)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	289,314	-	(289,314)	(100.00%)
TOTAL EXPENDITURES	**$289,314**	**-**	**($289,314)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	297,738	-	(297,738)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	297,738	-	(297,738)	(100.00%)
TOTAL AVAILABLE REVENUES	**$297,738**	**-**	**($297,738)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	159,552	-	(159,552)	(100.00%)
SALARIES & WAGES				
8000 General Fund	159,552	-	(159,552)	(100.00%)
TOTAL SALARIES & WAGES	**$159,552**	**-**	**($159,552)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	88	-	(88)	(100.00%)
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	31,161	-	(31,161)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	12,206	-	(12,206)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	138	-	(138)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	957	-	(957)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	61,056	-	(61,056)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	105,606	-	(105,606)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$105,606**	**-**	**($105,606)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	265,158	-	(265,158)	(100.00%)
TOTAL PERSONAL SERVICES	**$265,158**	**-**	**($265,158)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,146	-	(3,146)	(100.00%)
4175 Office Expenses				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	14,534	-	(14,534)	(100.00%)
4250 Data Processing				
8000 General Fund	1,226	-	(1,226)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	2,428	-	(2,428)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,098	-	(6,098)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	5,148	-	(5,148)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	32,580	-	(32,580)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$32,580**	**-**	**($32,580)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	297,738	-	(297,738)	(100.00%)
TOTAL EXPENDITURES	**$297,738**	**-**	**($297,738)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8150 Class/Unclass Positions	2	-	(2)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	-	(2.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	125,544	125,544	0	0.00%
SALARIES & WAGES				
8000 General Fund	125,544	125,544	0	0.00%
TOTAL SALARIES & WAGES	**$125,544**	**$125,544**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	44	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	24,519	24,519	0	0.00%
3230 Social Security Taxes				
8000 General Fund	9,604	9,604	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	69	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	753	753	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3270 Flexible Benefits				
8000 General Fund	30,528	30,528	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	65,517	65,517	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$65,517**	**$65,517**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	191,061	191,061	0	0.00%
TOTAL PERSONAL SERVICES	**$191,061**	**$191,061**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	1,573	1,573	0	0.00%
4175 Office Expenses				
8000 General Fund	7,267	7,267	0	0.00%
4250 Data Processing				
8000 General Fund	613	613	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	1,214	1,214	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	3,049	3,049	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4715 IT Expendable Property				
8000 General Fund	2,574	2,574	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	16,290	16,290	0	0.00%
TOTAL SERVICES & SUPPLIES	**$16,290**	**$16,290**	**$0**	**0.00%**
SPECIAL PAYMENTS				
6020 Dist to Counties				
8000 General Fund	(207,351)	(207,351)	0	0.00%
SPECIAL PAYMENTS				
8000 General Fund	(207,351)	(207,351)	0	0.00%
TOTAL SPECIAL PAYMENTS	**($207,351)**	**($207,351)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	1	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	1.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	4,506,110	4,506,110	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL REVENUE CATEGORIES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL AVAILABLE REVENUES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3170 Overtime Payments				
8000 General Fund	80,778	80,778	0	0.00%
3180 Shift Differential				
8000 General Fund	65,868	65,868	0	0.00%
3190 All Other Differential				
8000 General Fund	185,066	185,066	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
SALARIES & WAGES				
8000 General Fund	331,712	331,712	0	0.00%
TOTAL SALARIES & WAGES	**$331,712**	**$331,712**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	64,784	64,784	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	521,249	521,249	0	0.00%
3230 Social Security Taxes				
8000 General Fund	25,375	25,375	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	760	760	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	22,478	22,478	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	634,646	634,646	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$634,646**	**$634,646**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	3,539,752	3,539,752	0	0.00%
PERSONAL SERVICES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL PERSONAL SERVICES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	4,506,110	4,506,110	0	0.00%
TOTAL EXPENDITURES	**$4,506,110**	**$4,506,110**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL REVENUE CATEGORIES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL AVAILABLE REVENUES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(3,218,166)	(3,218,166)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**($3,218,166)**	**($3,218,166)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,970,782	1,970,782	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	1,970,782	1,970,782	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,970,782	1,970,782	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,970,782	1,970,782	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$1,970,782**	**$1,970,782**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,622,718	2,622,718	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
TOTAL REVENUE CATEGORIES	**$2,622,718**	**$2,622,718**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
TOTAL AVAILABLE REVENUES	**$2,622,718**	**$2,622,718**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	10,163	10,163	0	0.00%
4150 Employee Training				
8000 General Fund	3,128	3,128	0	0.00%
4175 Office Expenses				
8000 General Fund	29,240	29,240	0	0.00%
4200 Telecommunications				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	9,470	9,470	0	0.00%
4250 Data Processing				
8000 General Fund	296	296	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	115	115	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	2,614	2,614	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	2,575,727	2,575,727	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	187,611	187,611	0	0.00%
All Funds	2,780,188	2,780,188	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	648	648	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	188	188	0	0.00%
4715 IT Expendable Property				
8000 General Fund	599	599	0	0.00%
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	2,622,718	2,622,718	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	197,081	197,081	0	0.00%
TOTAL SERVICES & SUPPLIES	**$2,836,649**	**$2,836,649**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,622,718	2,622,718	0	0.00%
3400 Other Funds Ltd	16,850	16,850	0	0.00%
6400 Federal Funds Ltd	197,081	197,081	0	0.00%
TOTAL EXPENDITURES	**$2,836,649**	**$2,836,649**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(16,850)	(16,850)	0	0.00%
6400 Federal Funds Ltd	(197,081)	(197,081)	0	0.00%
TOTAL ENDING BALANCE	**($213,931)**	**($213,931)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,459,580	1,459,580	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
TOTAL REVENUE CATEGORIES	**$1,459,580**	**$1,459,580**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,459,580**	**$1,459,580**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	1,459,580	1,459,580	0	0.00%
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
All Funds	1,575,441	1,575,441	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	1,459,580	1,459,580	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
TOTAL SERVICES & SUPPLIES	**$1,575,441**	**$1,575,441**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	1,459,580	1,459,580	0	0.00%
3400 Other Funds Ltd	9,548	9,548	0	0.00%
6400 Federal Funds Ltd	106,313	106,313	0	0.00%
TOTAL EXPENDITURES	**$1,575,441**	**$1,575,441**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(9,548)	(9,548)	0	0.00%
6400 Federal Funds Ltd	(106,313)	(106,313)	0	0.00%
TOTAL ENDING BALANCE	**($115,861)**	**($115,861)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	10,012,556	10,012,556	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL REVENUE CATEGORIES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
TOTAL AVAILABLE REVENUES	**$10,012,556**	**$10,012,556**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
All Funds	10,049,626	10,049,626	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	10,012,556	10,012,556	0	0.00%
3400 Other Funds Ltd	37,070	37,070	0	0.00%
TOTAL EXPENDITURES	**$10,049,626**	**$10,049,626**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(37,070)	(37,070)	0	0.00%
TOTAL ENDING BALANCE	**($37,070)**	**($37,070)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	306,440	1,898,146	1,591,706	519.42%
REVENUE CATEGORIES				
8000 General Fund	306,440	1,898,146	1,591,706	519.42%
TOTAL REVENUE CATEGORIES	**$306,440**	**$1,898,146**	**$1,591,706**	**519.42%**
AVAILABLE REVENUES				
8000 General Fund	306,440	1,898,146	1,591,706	519.42%
TOTAL AVAILABLE REVENUES	**$306,440**	**$1,898,146**	**$1,591,706**	**519.42%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	2,944	18,232	15,288	519.29%
4475 Facilities Maintenance				
8000 General Fund	328	2,026	1,698	517.68%
4525 Medical Services and Supplies				
8000 General Fund	303,168	1,877,888	1,574,720	519.42%
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	306,440	1,898,146	1,591,706	519.42%
TOTAL SERVICES & SUPPLIES	**$306,440**	**$1,898,146**	**$1,591,706**	**519.42%**
EXPENDITURES				
8000 General Fund	306,440	1,898,146	1,591,706	519.42%
TOTAL EXPENDITURES	**$306,440**	**$1,898,146**	**$1,591,706**	**519.42%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,110,201	2,110,201	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
TOTAL REVENUE CATEGORIES	**$2,110,201**	**$2,110,201**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
TOTAL AVAILABLE REVENUES	**$2,110,201**	**$2,110,201**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
All Funds	-	-	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**-**	**-**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	2,110,201	2,110,201	0	0.00%
6400 Federal Funds Ltd	(2,110,201)	(2,110,201)	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	2,110,201	2,110,201	0	0.00%
TOTAL ENDING BALANCE	**$2,110,201**	**$2,110,201**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	(515,665)	(515,665)	0	0.00%
FEDERAL FUNDS REVENUE				
0995 Federal Funds				
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL REVENUE CATEGORIES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL AVAILABLE REVENUES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4525 Medical Services and Supplies				
8000 General Fund	(515,665)	(515,665)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
All Funds	(840,789)	(840,789)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	(515,665)	(515,665)	0	0.00%
6400 Federal Funds Ltd	(325,124)	(325,124)	0	0.00%
TOTAL EXPENDITURES	**($840,789)**	**($840,789)**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
6400 Federal Funds Ltd	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
REVENUE CATEGORIES				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
TOTAL REVENUE CATEGORIES	**-**	**($1,700,000)**	**($1,700,000)**	**100.00%**
AVAILABLE REVENUES				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
TOTAL AVAILABLE REVENUES	**-**	**($1,700,000)**	**($1,700,000)**	**100.00%**
EXPENDITURES				
PERSONAL SERVICES				
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
PERSONAL SERVICES				
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
TOTAL PERSONAL SERVICES	**-**	**($1,700,000)**	**($1,700,000)**	**100.00%**
EXPENDITURES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	(1,700,000)	(1,700,000)	100.00%
TOTAL EXPENDITURES	**-**	**($1,700,000)**	**($1,700,000)**	**100.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	3,045,462	3,045,462	0	0.00%
REVENUE CATEGORIES				
8000 General Fund	3,045,462	3,045,462	0	0.00%
TOTAL REVENUE CATEGORIES	**$3,045,462**	**$3,045,462**	**$0**	**0.00%**
AVAILABLE REVENUES				
8000 General Fund	3,045,462	3,045,462	0	0.00%
TOTAL AVAILABLE REVENUES	**$3,045,462**	**$3,045,462**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4150 Employee Training				
8000 General Fund	100,000	100,000	0	0.00%
4250 Data Processing				
8000 General Fund	2,295,462	2,295,462	0	0.00%
4300 Professional Services				
8000 General Fund	200,000	200,000	0	0.00%
4715 IT Expendable Property				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	450,000	450,000	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	3,045,462	3,045,462	0	0.00%
TOTAL SERVICES & SUPPLIES	**$3,045,462**	**$3,045,462**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	3,045,462	3,045,462	0	0.00%
TOTAL EXPENDITURES	**$3,045,462**	**$3,045,462**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	301,856	-	(301,856)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	301,856	-	(301,856)	(100.00%)
TOTAL REVENUE CATEGORIES	**$301,856**	**-**	**($301,856)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	301,856	-	(301,856)	(100.00%)
TOTAL AVAILABLE REVENUES	**$301,856**	**-**	**($301,856)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	203,904	-	(203,904)	(100.00%)
SALARIES & WAGES				
8000 General Fund	203,904	-	(203,904)	(100.00%)
TOTAL SALARIES & WAGES	**$203,904**	**-**	**($203,904)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	44	-	(44)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	39,822	-	(39,822)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	15,599	-	(15,599)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	69	-	(69)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,223	-	(1,223)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	30,528	-	(30,528)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	87,285	-	(87,285)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$87,285**	**-**	**($87,285)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	291,189	-	(291,189)	(100.00%)
TOTAL PERSONAL SERVICES	**$291,189**	**-**	**($291,189)**	**(100.00%)**
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	1,573	-	(1,573)	(100.00%)
4175 Office Expenses				
8000 General Fund	7,267	-	(7,267)	(100.00%)
4250 Data Processing				
8000 General Fund	613	-	(613)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	1,214	-	(1,214)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	10,667	-	(10,667)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$10,667**	**-**	**($10,667)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	301,856	-	(301,856)	(100.00%)
TOTAL EXPENDITURES	**$301,856**	**-**	**($301,856)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	1	-	(1)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	1.00	-	(1.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	2,399,102	-	(2,399,102)	(100.00%)
REVENUE CATEGORIES				
8000 General Fund	2,399,102	-	(2,399,102)	(100.00%)
TOTAL REVENUE CATEGORIES	**$2,399,102**	**-**	**($2,399,102)**	**(100.00%)**
AVAILABLE REVENUES				
8000 General Fund	2,399,102	-	(2,399,102)	(100.00%)
TOTAL AVAILABLE REVENUES	**$2,399,102**	**-**	**($2,399,102)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	1,388,821	-	(1,388,821)	(100.00%)
SALARIES & WAGES				
8000 General Fund	1,388,821	-	(1,388,821)	(100.00%)
TOTAL SALARIES & WAGES	**$1,388,821**	**-**	**($1,388,821)**	**(100.00%)**
OTHER PAYROLL EXPENSES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	660	-	(660)	(100.00%)
3220 Public Employees Retire Cont				
8000 General Fund	271,238	-	(271,238)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	106,243	-	(106,243)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	1,035	-	(1,035)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	6,318	-	(6,318)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	396,864	-	(396,864)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	782,358	-	(782,358)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$782,358**	**-**	**($782,358)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	2,171,179	-	(2,171,179)	(100.00%)
TOTAL PERSONAL SERVICES	**$2,171,179**	**-**	**($2,171,179)**	**(100.00%)**
SERVICES & SUPPLIES				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4100 Instate Travel				
8000 General Fund	21,173	-	(21,173)	(100.00%)
4175 Office Expenses				
8000 General Fund	97,814	-	(97,814)	(100.00%)
4250 Data Processing				
8000 General Fund	8,251	-	(8,251)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	16,340	-	(16,340)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	45,735	-	(45,735)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	38,610	-	(38,610)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	227,923	-	(227,923)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$227,923**	**-**	**($227,923)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	2,399,102	-	(2,399,102)	(100.00%)
TOTAL EXPENDITURES	**$2,399,102**	**-**	**($2,399,102)**	**(100.00%)**
ENDING BALANCE				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	15	-	(15)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	13.46	-	(13.46)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	474,792	474,792	0	0.00%
SALARIES & WAGES				
8000 General Fund	474,792	474,792	0	0.00%
TOTAL SALARIES & WAGES	**$474,792**	**$474,792**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	176	176	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	92,728	92,728	0	0.00%
3230 Social Security Taxes				
8000 General Fund	36,321	36,321	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	276	276	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	2,849	2,849	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3270 Flexible Benefits				
8000 General Fund	122,112	122,112	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	254,462	254,462	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$254,462**	**$254,462**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	729,254	729,254	0	0.00%
TOTAL PERSONAL SERVICES	**$729,254**	**$729,254**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	6,292	6,292	0	0.00%
4175 Office Expenses				
8000 General Fund	29,068	29,068	0	0.00%
4250 Data Processing				
8000 General Fund	2,452	2,452	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	(794,414)	(794,414)	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	4,856	4,856	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4700 Expendable Prop 250 - 5000				
8000 General Fund	12,196	12,196	0	0.00%
4715 IT Expendable Property				
8000 General Fund	10,296	10,296	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(729,254)	(729,254)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($729,254)**	**($729,254)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	4	4	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	4.00	4.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	1,144,835	1,144,835	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	1,144,835	1,144,835	0	0.00%
TOTAL AVAILABLE REVENUES	**$1,144,835**	**$1,144,835**	**$0**	**0.00%**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3160 Temporary Appointments				
8000 General Fund	10,776	10,776	0	0.00%
3170 Overtime Payments				
8000 General Fund	5,493	5,493	0	0.00%
3180 Shift Differential				
3400 Other Funds Ltd	10	10	0	0.00%
3190 All Other Differential				
8000 General Fund	4,636	4,636	0	0.00%
3400 Other Funds Ltd	454	454	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	5,090	5,090	0	0.00%
SALARIES & WAGES				
8000 General Fund	20,905	20,905	0	0.00%
3400 Other Funds Ltd	464	464	0	0.00%
TOTAL SALARIES & WAGES	**$21,369**	**$21,369**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
8000 General Fund	1,979	1,979	0	0.00%
3400 Other Funds Ltd	91	91	0	0.00%
All Funds	2,070	2,070	0	0.00%
3221 Pension Obligation Bond				
8000 General Fund	116,329	116,329	0	0.00%
3400 Other Funds Ltd	101	101	0	0.00%
All Funds	116,430	116,430	0	0.00%
3230 Social Security Taxes				
8000 General Fund	1,599	1,599	0	0.00%
3400 Other Funds Ltd	36	36	0	0.00%
All Funds	1,635	1,635	0	0.00%
3240 Unemployment Assessments				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	617	617	0	0.00%
3260 Mass Transit Tax				
8000 General Fund	9,958	9,958	0	0.00%
3400 Other Funds Ltd	3	3	0	0.00%
All Funds	9,961	9,961	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	130,482	130,482	0	0.00%
3400 Other Funds Ltd	231	231	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$130,713**	**$130,713**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
8000 General Fund	993,448	993,448	0	0.00%
3400 Other Funds Ltd	(53)	(53)	0	0.00%
All Funds	993,395	993,395	0	0.00%
PERSONAL SERVICES				
8000 General Fund	1,144,835	1,144,835	0	0.00%
3400 Other Funds Ltd	642	642	0	0.00%
TOTAL PERSONAL SERVICES	**$1,145,477**	**$1,145,477**	**$0**	**0.00%**

EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	1,144,835	1,144,835	0	0.00%
3400 Other Funds Ltd	642	642	0	0.00%
TOTAL EXPENDITURES	**$1,145,477**	**$1,145,477**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(642)	(642)	0	0.00%
TOTAL ENDING BALANCE	**($642)**	**($642)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	374,462	374,462	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL AVAILABLE REVENUES	**$374,462**	**$374,462**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,709	3,709	0	0.00%
4125 Out of State Travel				
8000 General Fund	155	155	0	0.00%
4150 Employee Training				
8000 General Fund	1,213	1,213	0	0.00%
4175 Office Expenses				
8000 General Fund	44,104	44,104	0	0.00%
4200 Telecommunications				
8000 General Fund	586	586	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4250 Data Processing				
8000 General Fund	1,730	1,730	0	0.00%
4275 Publicity and Publications				
8000 General Fund	49	49	0	0.00%
4300 Professional Services				
8000 General Fund	19,215	19,215	0	0.00%
4375 Employee Recruitment and Develop				
8000 General Fund	112	112	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	45	45	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	325	325	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	2	2	0	0.00%
4550 Other Care of Residents and Patients				
8000 General Fund	96,151	96,151	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	202,196	202,196	0	0.00%
4700 Expendable Prop 250 - 5000				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	5,087	5,087	0	0.00%
4715 IT Expendable Property				
8000 General Fund	(217)	(217)	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL SERVICES & SUPPLIES	**$374,462**	**$374,462**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	374,462	374,462	0	0.00%
TOTAL EXPENDITURES	**$374,462**	**$374,462**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	934,284	911,809	(22,475)	(2.41%)
AVAILABLE REVENUES				
8000 General Fund	934,284	911,809	(22,475)	(2.41%)
TOTAL AVAILABLE REVENUES	**$934,284**	**$911,809**	**($22,475)**	**(2.41%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	7,734	7,734	0	0.00%
3400 Other Funds Ltd	4,105	4,105	0	0.00%
All Funds	11,839	11,839	0	0.00%
4125 Out of State Travel				
8000 General Fund	403	403	0	0.00%
3400 Other Funds Ltd	55	55	0	0.00%
All Funds	458	458	0	0.00%
4150 Employee Training				
8000 General Fund	2,414	2,414	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	520	520	0	0.00%
All Funds	2,934	2,934	0	0.00%
4175 Office Expenses				
8000 General Fund	30,416	30,416	0	0.00%
3400 Other Funds Ltd	964	964	0	0.00%
All Funds	31,380	31,380	0	0.00%
4200 Telecommunications				
8000 General Fund	4,534	4,534	0	0.00%
3400 Other Funds Ltd	93	93	0	0.00%
All Funds	4,627	4,627	0	0.00%
4250 Data Processing				
8000 General Fund	3,531	3,531	0	0.00%
3400 Other Funds Ltd	148	148	0	0.00%
All Funds	3,679	3,679	0	0.00%
4275 Publicity and Publications				
8000 General Fund	113	113	0	0.00%
4300 Professional Services				
8000 General Fund	473,828	473,828	0	0.00%
3400 Other Funds Ltd	96,170	96,170	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
All Funds	569,998	569,998	0	0.00%
4325 Attorney General				
8000 General Fund	77,023	54,548	(22,475)	(29.18%)
4375 Employee Recruitment and Develop				
8000 General Fund	256	256	0	0.00%
3400 Other Funds Ltd	95	95	0	0.00%
All Funds	351	351	0	0.00%
4400 Dues and Subscriptions				
8000 General Fund	101	101	0	0.00%
4475 Facilities Maintenance				
8000 General Fund	736	736	0	0.00%
3400 Other Funds Ltd	3,158	3,158	0	0.00%
All Funds	3,894	3,894	0	0.00%
4500 Food and Kitchen Supplies				
8000 General Fund	4	4	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	228,839	228,839	0	0.00%
3400 Other Funds Ltd	152,003	152,003	0	0.00%
All Funds	380,842	380,842	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4550 Other Care of Residents and Patients				
8000 General Fund	46,521	46,521	0	0.00%
3400 Other Funds Ltd	21,060	21,060	0	0.00%
All Funds	67,581	67,581	0	0.00%
4650 Other Services and Supplies				
8000 General Fund	22,706	22,706	0	0.00%
3400 Other Funds Ltd	7,120	7,120	0	0.00%
All Funds	29,826	29,826	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	22,100	22,100	0	0.00%
3400 Other Funds Ltd	1,315	1,315	0	0.00%
All Funds	23,415	23,415	0	0.00%
4715 IT Expendable Property				
8000 General Fund	13,025	13,025	0	0.00%
3400 Other Funds Ltd	1,105	1,105	0	0.00%
All Funds	14,130	14,130	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	934,284	911,809	(22,475)	(2.41%)
3400 Other Funds Ltd	287,911	287,911	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL SERVICES & SUPPLIES	**$1,222,195**	**$1,199,720**	**($22,475)**	**(1.84%)**
CAPITAL OUTLAY				
5500 Recreational Equipment				
3400 Other Funds Ltd	863	863	0	0.00%
EXPENDITURES				
8000 General Fund	934,284	911,809	(22,475)	(2.41%)
3400 Other Funds Ltd	288,774	288,774	0	0.00%
TOTAL EXPENDITURES	**$1,223,058**	**$1,200,583**	**($22,475)**	**(1.84%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(288,774)	(288,774)	0	0.00%
TOTAL ENDING BALANCE	**($288,774)**	**($288,774)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	177,057	177,057	0	0.00%
AVAILABLE REVENUES				
8000 General Fund	177,057	177,057	0	0.00%
TOTAL AVAILABLE REVENUES	**$177,057**	**$177,057**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	47,382	47,382	0	0.00%
3400 Other Funds Ltd	9,616	9,616	0	0.00%
All Funds	56,998	56,998	0	0.00%
4525 Medical Services and Supplies				
8000 General Fund	129,675	129,675	0	0.00%
3400 Other Funds Ltd	86,134	86,134	0	0.00%
All Funds	215,809	215,809	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	177,057	177,057	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	95,750	95,750	0	0.00%
TOTAL SERVICES & SUPPLIES	**$272,807**	**$272,807**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	177,057	177,057	0	0.00%
3400 Other Funds Ltd	95,750	95,750	0	0.00%
TOTAL EXPENDITURES	**$272,807**	**$272,807**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
3400 Other Funds Ltd	(95,750)	(95,750)	0	0.00%
TOTAL ENDING BALANCE	**($95,750)**	**($95,750)**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	86,534	536,021	449,487	519.43%
AVAILABLE REVENUES				
8000 General Fund	86,534	536,021	449,487	519.43%
TOTAL AVAILABLE REVENUES	**$86,534**	**$536,021**	**$449,487**	**519.43%**
EXPENDITURES				
SERVICES & SUPPLIES				
4175 Office Expenses				
8000 General Fund	3,102	19,215	16,113	519.44%
4200 Telecommunications				
8000 General Fund	482	2,986	2,504	519.50%
4250 Data Processing				
8000 General Fund	371	2,298	1,927	519.41%
4300 Professional Services				
8000 General Fund	50,466	312,604	262,138	519.43%
4325 Attorney General				
8000 General Fund	1,283	7,947	6,664	519.41%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4525 Medical Services and Supplies				
8000 General Fund	24,403	151,160	126,757	519.43%
4550 Other Care of Residents and Patients				
8000 General Fund	4,653	28,822	24,169	519.43%
4650 Other Services and Supplies				
8000 General Fund	1,774	10,989	9,215	519.45%
SERVICES & SUPPLIES				
8000 General Fund	86,534	536,021	449,487	519.43%
TOTAL SERVICES & SUPPLIES	**$86,534**	**$536,021**	**$449,487**	**519.43%**
EXPENDITURES				
8000 General Fund	86,534	536,021	449,487	519.43%
TOTAL EXPENDITURES	**$86,534**	**$536,021**	**$449,487**	**519.43%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3180 Shift Differential				
3400 Other Funds Ltd	(335)	(335)	0	0.00%
3190 All Other Differential				
3400 Other Funds Ltd	(15,590)	(15,590)	0	0.00%
SALARIES & WAGES				
3400 Other Funds Ltd	(15,925)	(15,925)	0	0.00%
TOTAL SALARIES & WAGES	**($15,925)**	**($15,925)**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3220 Public Employees Retire Cont				
3400 Other Funds Ltd	(3,110)	(3,110)	0	0.00%
3221 Pension Obligation Bond				
3400 Other Funds Ltd	(1,038)	(1,038)	0	0.00%
3230 Social Security Taxes				
3400 Other Funds Ltd	(1,219)	(1,219)	0	0.00%
3260 Mass Transit Tax				
3400 Other Funds Ltd	(96)	(96)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
OTHER PAYROLL EXPENSES				
3400 Other Funds Ltd	(5,463)	(5,463)	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**($5,463)**	**($5,463)**	**$0**	**0.00%**
P.S. BUDGET ADJUSTMENTS				
3455 Vacancy Savings				
3400 Other Funds Ltd	53	53	0	0.00%
PERSONAL SERVICES				
3400 Other Funds Ltd	(21,335)	(21,335)	0	0.00%
TOTAL PERSONAL SERVICES	**($21,335)**	**($21,335)**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
3400 Other Funds Ltd	(140,952)	(140,952)	0	0.00%
4150 Employee Training				
3400 Other Funds Ltd	(5,421)	(5,421)	0	0.00%
4175 Office Expenses				
3400 Other Funds Ltd	(16,264)	(16,264)	0	0.00%
4200 Telecommunications				
3400 Other Funds Ltd	(3,132)	(3,132)	0	0.00%
4250 Data Processing				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(4,986)	(4,986)	0	0.00%
4375 Employee Recruitment and Develop				
3400 Other Funds Ltd	(3,253)	(3,253)	0	0.00%
4475 Facilities Maintenance				
3400 Other Funds Ltd	(108,425)	(108,425)	0	0.00%
4525 Medical Services and Supplies				
3400 Other Funds Ltd	(5,680)	(5,680)	0	0.00%
4550 Other Care of Residents and Patients				
3400 Other Funds Ltd	(141,571)	(141,571)	0	0.00%
4650 Other Services and Supplies				
3400 Other Funds Ltd	(10,843)	(10,843)	0	0.00%
4700 Expendable Prop 250 - 5000				
3400 Other Funds Ltd	(21,685)	(21,685)	0	0.00%
4715 IT Expendable Property				
3400 Other Funds Ltd	(37,949)	(37,949)	0	0.00%
SERVICES & SUPPLIES				
3400 Other Funds Ltd	(500,161)	(500,161)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($500,161)**	**($500,161)**	**$0**	**0.00%**

EXPENDITURES

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3400 Other Funds Ltd	(521,496)	(521,496)	0	0.00%
TOTAL EXPENDITURES	**($521,496)**	**($521,496)**	**$0**	**0.00%**
ENDING BALANCE				
3400 Other Funds Ltd	521,496	521,496	0	0.00%
TOTAL ENDING BALANCE	**$521,496**	**$521,496**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	666,553	-	(666,553)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	666,553	-	(666,553)	(100.00%)
TOTAL AVAILABLE REVENUES	**$666,553**	**-**	**($666,553)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	411,360	-	(411,360)	(100.00%)
SALARIES & WAGES				
8000 General Fund	411,360	-	(411,360)	(100.00%)
TOTAL SALARIES & WAGES	**$411,360**	**-**	**($411,360)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	132	-	(132)	(100.00%)
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	80,338	-	(80,338)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	31,469	-	(31,469)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	124	-	(124)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	207	-	(207)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	2,469	-	(2,469)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	91,584	-	(91,584)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	206,323	-	(206,323)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$206,323**	**-**	**($206,323)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	617,683	-	(617,683)	(100.00%)
TOTAL PERSONAL SERVICES	**$617,683**	**-**	**($617,683)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	4,719	-	(4,719)	(100.00%)
4175 Office Expenses				
8000 General Fund	21,801	-	(21,801)	(100.00%)
4250 Data Processing				
8000 General Fund	1,839	-	(1,839)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	3,642	-	(3,642)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	9,147	-	(9,147)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	7,722	-	(7,722)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	48,870	-	(48,870)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$48,870**	**-**	**($48,870)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	666,553	-	(666,553)	(100.00%)
TOTAL EXPENDITURES	**$666,553**	**-**	**($666,553)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3	-	(3)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.00	-	(3.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	539,378	-	(539,378)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	539,378	-	(539,378)	(100.00%)
TOTAL AVAILABLE REVENUES	**$539,378**	**-**	**($539,378)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4300 Professional Services				
8000 General Fund	539,378	-	(539,378)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	539,378	-	(539,378)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$539,378**	**-**	**($539,378)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	539,378	-	(539,378)	(100.00%)
TOTAL EXPENDITURES	**$539,378**	**-**	**($539,378)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	198,000	-	(198,000)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	198,000	-	(198,000)	(100.00%)
TOTAL AVAILABLE REVENUES	**$198,000**	**-**	**($198,000)**	**(100.00%)**
EXPENDITURES				
SERVICES & SUPPLIES				
4715 IT Expendable Property				
8000 General Fund	198,000	-	(198,000)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	198,000	-	(198,000)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$198,000**	**-**	**($198,000)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	198,000	-	(198,000)	(100.00%)
TOTAL EXPENDITURES	**$198,000**	**-**	**($198,000)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	-	-	$0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8000 General Fund	547,627	-	(547,627)	(100.00%)
AVAILABLE REVENUES				
8000 General Fund	547,627	-	(547,627)	(100.00%)
TOTAL AVAILABLE REVENUES	**$547,627**	**-**	**($547,627)**	**(100.00%)**
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	318,312	-	(318,312)	(100.00%)
SALARIES & WAGES				
8000 General Fund	318,312	-	(318,312)	(100.00%)
TOTAL SALARIES & WAGES	**$318,312**	**-**	**($318,312)**	**(100.00%)**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	132	-	(132)	(100.00%)
3220 Public Employees Retire Cont				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	62,167	-	(62,167)	(100.00%)
3230 Social Security Taxes				
8000 General Fund	24,351	-	(24,351)	(100.00%)
3240 Unemployment Assessments				
8000 General Fund	95	-	(95)	(100.00%)
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	207	-	(207)	(100.00%)
3260 Mass Transit Tax				
8000 General Fund	1,909	-	(1,909)	(100.00%)
3270 Flexible Benefits				
8000 General Fund	91,584	-	(91,584)	(100.00%)
OTHER PAYROLL EXPENSES				
8000 General Fund	180,445	-	(180,445)	(100.00%)
TOTAL OTHER PAYROLL EXPENSES	**$180,445**	**-**	**($180,445)**	**(100.00%)**
PERSONAL SERVICES				
8000 General Fund	498,757	-	(498,757)	(100.00%)
TOTAL PERSONAL SERVICES	**$498,757**	**-**	**($498,757)**	**(100.00%)**
SERVICES & SUPPLIES				
4100 Instate Travel				

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
8000 General Fund	4,719	-	(4,719)	(100.00%)
4175 Office Expenses				
8000 General Fund	21,801	-	(21,801)	(100.00%)
4250 Data Processing				
8000 General Fund	1,839	-	(1,839)	(100.00%)
4650 Other Services and Supplies				
8000 General Fund	3,642	-	(3,642)	(100.00%)
4700 Expendable Prop 250 - 5000				
8000 General Fund	9,147	-	(9,147)	(100.00%)
4715 IT Expendable Property				
8000 General Fund	7,722	-	(7,722)	(100.00%)
SERVICES & SUPPLIES				
8000 General Fund	48,870	-	(48,870)	(100.00%)
TOTAL SERVICES & SUPPLIES	**$48,870**	**-**	**($48,870)**	**(100.00%)**
EXPENDITURES				
8000 General Fund	547,627	-	(547,627)	(100.00%)
TOTAL EXPENDITURES	**$547,627**	**-**	**($547,627)**	**(100.00%)**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	3	-	(3)	(100.00%)
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	3.00	-	(3.00)	(100.00%)

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
EXPENDITURES				
PERSONAL SERVICES				
SALARIES & WAGES				
3110 Class/Unclass Sal. and Per Diem				
8000 General Fund	246,144	246,144	0	0.00%
SALARIES & WAGES				
8000 General Fund	246,144	246,144	0	0.00%
TOTAL SALARIES & WAGES	**$246,144**	**$246,144**	**$0**	**0.00%**
OTHER PAYROLL EXPENSES				
3210 Empl. Rel. Bd. Assessments				
8000 General Fund	88	88	0	0.00%
3220 Public Employees Retire Cont				
8000 General Fund	48,072	48,072	0	0.00%
3230 Social Security Taxes				
8000 General Fund	18,830	18,830	0	0.00%
3240 Unemployment Assessments				
8000 General Fund	74	74	0	0.00%
3250 Workers Comp. Assess. (WCD)				
8000 General Fund	138	138	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
3260 Mass Transit Tax				
8000 General Fund	1,477	1,477	0	0.00%
3270 Flexible Benefits				
8000 General Fund	61,056	61,056	0	0.00%
OTHER PAYROLL EXPENSES				
8000 General Fund	129,735	129,735	0	0.00%
TOTAL OTHER PAYROLL EXPENSES	**$129,735**	**$129,735**	**$0**	**0.00%**
PERSONAL SERVICES				
8000 General Fund	375,879	375,879	0	0.00%
TOTAL PERSONAL SERVICES	**$375,879**	**$375,879**	**$0**	**0.00%**
SERVICES & SUPPLIES				
4100 Instate Travel				
8000 General Fund	3,146	3,146	0	0.00%
4175 Office Expenses				
8000 General Fund	14,534	14,534	0	0.00%
4250 Data Processing				
8000 General Fund	1,226	1,226	0	0.00%
4300 Professional Services				
8000 General Fund	(408,459)	(408,459)	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
4650 Other Services and Supplies				
8000 General Fund	2,428	2,428	0	0.00%
4700 Expendable Prop 250 - 5000				
8000 General Fund	6,098	6,098	0	0.00%
4715 IT Expendable Property				
8000 General Fund	5,148	5,148	0	0.00%
SERVICES & SUPPLIES				
8000 General Fund	(375,879)	(375,879)	0	0.00%
TOTAL SERVICES & SUPPLIES	**($375,879)**	**($375,879)**	**$0**	**0.00%**
EXPENDITURES				
8000 General Fund	-	-	0	0.00%
TOTAL EXPENDITURES	**-**	**-**	**$0**	**0.00%**
ENDING BALANCE				
8000 General Fund	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**
AUTHORIZED POSITIONS				
8150 Class/Unclass Positions	2	2	0	0.00%
AUTHORIZED FTE				
8250 Class/Unclass FTE Positions	2.00	2.00	0.00	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8030 General Fund Debt Svc	2,904,458	4,142,017	1,237,559	42.61%
AVAILABLE REVENUES				
8030 General Fund Debt Svc	2,904,458	4,142,017	1,237,559	42.61%
TOTAL AVAILABLE REVENUES	**$2,904,458**	**$4,142,017**	**$1,237,559**	**42.61%**
EXPENDITURES				
DEBT SERVICE				
7100 Principal - Bonds				
8030 General Fund Debt Svc	2,005,000	2,845,000	840,000	41.90%
7150 Interest - Bonds				
8030 General Fund Debt Svc	899,458	1,297,017	397,559	44.20%
DEBT SERVICE				
8030 General Fund Debt Svc	2,904,458	4,142,017	1,237,559	42.61%
TOTAL DEBT SERVICE	**$2,904,458**	**$4,142,017**	**$1,237,559**	**42.61%**
ENDING BALANCE				
8030 General Fund Debt Svc	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
GENERAL FUND APPROPRIATION				
0050 General Fund Appropriation				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
AVAILABLE REVENUES				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL AVAILABLE REVENUES	**$79,341**	**$79,341**	**$0**	**0.00%**
EXPENDITURES				
CAPITAL OUTLAY				
5650 Land and Improvements				
8010 General Fund Cap Improvement	77,786	77,786	0	0.00%
5800 Professional Services				
8010 General Fund Cap Improvement	1,555	1,555	0	0.00%
CAPITAL OUTLAY				
8010 General Fund Cap Improvement	79,341	79,341	0	0.00%
TOTAL CAPITAL OUTLAY	**$79,341**	**$79,341**	**$0**	**0.00%**
ENDING BALANCE				
8010 General Fund Cap Improvement	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
AVAILABLE REVENUES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%
TOTAL AVAILABLE REVENUES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
EXPENDITURES				
SERVICES & SUPPLIES				
4650 Other Services and Supplies				
3020 Other Funds Cap Construction	465,314	465,314	0	0.00%
CAPITAL OUTLAY				
5700 Building Structures				
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	13,755,118	13,755,118	0	0.00%
TOTAL CAPITAL OUTLAY	**$13,755,118**	**$13,755,118**	**$0**	**0.00%**
EXPENDITURES				
3020 Other Funds Cap Construction	14,220,432	14,220,432	0	0.00%

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
TOTAL EXPENDITURES	**$14,220,432**	**$14,220,432**	**$0**	**0.00%**
ENDING BALANCE				
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
REVENUE CATEGORIES				
BOND SALES				
0555 General Fund Obligation Bonds				
3020 Other Funds Cap Construction	5,566,681	12,246,698	6,680,017	120.00%
AVAILABLE REVENUES				
3020 Other Funds Cap Construction	5,566,681	12,246,698	6,680,017	120.00%
TOTAL AVAILABLE REVENUES	**$5,566,681**	**$12,246,698**	**$6,680,017**	**120.00%**
EXPENDITURES				
CAPITAL OUTLAY				
5700 Building Structures				
3020 Other Funds Cap Construction	5,566,681	5,566,681	0	0.00%
5800 Professional Services				
3020 Other Funds Cap Construction	-	6,680,017	6,680,017	100.00%
CAPITAL OUTLAY				
3020 Other Funds Cap Construction	5,566,681	12,246,698	6,680,017	120.00%
TOTAL CAPITAL OUTLAY	**$5,566,681**	**$12,246,698**	**$6,680,017**	**120.00%**
EXPENDITURES				
3020 Other Funds Cap Construction	5,566,681	12,246,698	6,680,017	120.00%
TOTAL EXPENDITURES	**$5,566,681**	**$12,246,698**	**$6,680,017**	**120.00%**

Description	Agency Request Budget (V-01)	Governor's Budget (Y-01)	Column 2 Minus Column 1	% Change from Column 1 to Column 2
	Column 1	Column 2		
ENDING BALANCE				
3020 Other Funds Cap Construction	-	-	0	0.00%
TOTAL ENDING BALANCE	**-**	**-**	**$0**	**0.00%**

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103 AA	OFFICE SPECIALIST 1	8	8.00	192.00	2,637.37	506,376				506,376
000	AAONC0104 AA	OFFICE SPECIALIST 2	92	90.95	2182.80	3,488.83	7,623,565				7,623,565
000	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	4,170.00	100,080				100,080
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	13	13.00	312.00	4,270.92	1,332,528				1,332,528
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	22	22.00	528.00	3,901.72	2,060,112				2,060,112
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	3,745.50	179,784				179,784
000	AAONC0323 AA	PUBLIC SERVICE REP 3	1	1.00	24.00	2,786.00	66,864				66,864
000	AAONC0759 AA	SUPPLY SPECIALIST 2	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC0860 AA	PROGRAM ANALYST 1	5	5.00	120.00	5,058.60	506,952	100,080			607,032
000	AAONC0861 AA	PROGRAM ANALYST 2	10	10.00	240.00	6,435.20	1,544,448				1,544,448
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	5	5.00	120.00	6,266.40	751,968				751,968
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	9	9.00	216.00	6,259.66	1,352,088				1,352,088
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	50	50.00	1200.00	4,031.52	4,837,824				4,837,824
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,392.71	905,976				905,976
000	AAONC4033 AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424
000	AAONC4034 AA	FACILITY ENERGY TECHNICIAN 3	13	13.00	312.00	5,538.69	1,728,072				1,728,072
000	AAONC4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101 AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110 AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4419 AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC6268	AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	71	71.00	1704.00	5,605.22	9,551,304				9,551,304
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281
000	AAOSC6775	AA	CORRECTIONAL OFFICER	1509	1497.31	35935.30	4,235.65	151,155,643	1,243,440			152,399,083
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	144	143.90	3453.60	4,543.35	15,690,826				15,690,826
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	CP	C0103 AA	OFFICE SPECIALIST 1	1	1.00	24.00	3,047.00	73,128				73,128
000	CP	C0104 AA	OFFICE SPECIALIST 2	12	12.00	288.00	3,662.66	1,054,848				1,054,848
000	CP	C0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP	C0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP	C0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C2219 AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP	C4001 AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP	C4003 AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP	C4005 AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP	C4008 AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP	C4009 AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP	C4012 AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP	C4021 AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C4033 AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744
000	CP	C4034 AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	14	14.00	336.00	5,787.07	1,944,456				1,944,456
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
000	CS	C6775 AA	CORRECTIONAL OFFICER	385	385.00	9240.00	4,306.87	39,245,160	550,320			39,795,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,226.20	7,525,728				7,525,728
000	MESNZ	7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	8,613.00	826,848				826,848
000	MESNZ	7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,306.00	247,344				247,344
000	MESNZ	7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	9	9.00	216.00	10,848.66	2,343,312				2,343,312
000	MMN	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	3	3.00	72.00	3,923.00	282,456				282,456
000	MMN	X0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
000	MMN	X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS	X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	9	9.00	216.00	4,067.22	878,520				878,520
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	5	5.00	120.00	5,208.60	625,032				625,032
000	MMS	X4046 AA	MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208
000	MMS	X6779 AA	CORRECTIONAL LIEUTENANT	99	99.00	2376.00	5,983.19	14,216,064				14,216,064
000	MMS	X6780 AA	CORRECTIONAL CAPTAIN	48	48.00	1152.00	7,078.87	8,154,864				8,154,864
000	MMS	X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	8	8.00	192.00	5,075.25	974,448				974,448
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	14	14.00	336.00	6,122.50	2,057,160				2,057,160
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	18	18.00	432.00	7,108.94	3,071,064				3,071,064
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	8	8.00	192.00	7,761.37	1,490,184				1,490,184
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	20	20.00	480.00	8,547.75	4,102,920				4,102,920
000				3258	3241.02	77784.33	4,565.30	353,543,441	1,893,840			355,437,281

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAOSC	6775	AA CORRECTIONAL OFFICER		.00	.00	3,500.00					
102					.00	.00	3,500.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G		.00	.00	7,343.00					
103				.00	.00	7,343.00					
			3258	3241.02	77784.33	4,534.41	353,543,441	1,893,840			355,437,281

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	9	9.00	216.00	3,423.77	663,384	76,152			739,536
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,025.00	193,200				193,200
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
000	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	139,704				139,704
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	4	4.00	96.00	6,514.50	625,392				625,392
000	AAONC1245 AA	FISCAL ANALYST 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	5,030.00		241,440			241,440
000	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	6,926.50	332,472				332,472
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC5237 AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238 AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	CP C0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	MEAHZ7016 HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MENNZ0830 AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
000	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	6,351.00	152,424				152,424
000	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	8,496.00	203,904				203,904
000	MESNZ7016 AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X0866 AA	PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN X5239	AA	DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN X5618	AA	INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN X6779	AA	CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
000	MMN X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X6779	AA	CORRECTIONAL LIEUTENANT	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	8,496.00	203,904				203,904
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,894.00	378,912				378,912
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	7,522.00	361,056				361,056
000				86	85.50	2052.08	5,954.56	11,927,177	317,592			12,244,769

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F		.00	.00	8,917.00					
103	MESNZ	7012	AA PRINCIPAL EXECUTIVE/MANAGER G		.00	.00	10,306.00					
103	MMN	X0861	AA PROGRAM ANALYST 2		.00	.00	6,046.00					
103					.00	.00	8,423.00					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	MMN	X0862	AA PROGRAM ANALYST 3		.00	.00	6,046.00					
111	MMS	X6780	AA CORRECTIONAL CAPTAIN		.00	.00	5,764.00					
111					.00	.00	5,834.50					
				86	85.50	2052.08	6,029.03	11,927,177	317,592			12,244,769

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,009.75	288,936				288,936
000	AAONC0104	AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,546.00	335,688	174,936			510,624
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,575.00	219,600				219,600
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	4,105.50	197,064				197,064
000	AAONC0210	AA	ACCOUNTING TECHNICIAN 1	8	8.00	192.00	3,039.75	583,632				583,632
000	AAONC0211	AA	ACCOUNTING TECHNICIAN 2	11	11.00	264.00	3,740.27	987,432				987,432
000	AAONC0212	AA	ACCOUNTING TECHNICIAN 3	20	20.00	480.00	4,457.40	2,139,552				2,139,552
000	AAONC0435	AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436	AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437	AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
000	AAONC0438	AA	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	7,102.33	1,022,736				1,022,736
000	AAONC0759	AA	SUPPLY SPECIALIST 2	47	45.99	1103.63	4,355.89	2,205,145	2,616,193			4,821,338
000	AAONC1215	AA	ACCOUNTANT 1	1	.67	16.00	4,803.00	76,848				76,848
000	AAONC1216	AA	ACCOUNTANT 2	4	4.00	96.00	5,516.00	529,536				529,536
000	AAONC1217	AA	ACCOUNTANT 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1218	AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1244	AA	FISCAL ANALYST 2	4	4.00	96.00	6,454.00	619,584				619,584
000	AAONC1483	IA	INFO SYSTEMS SPECIALIST 3	6	5.50	132.00	4,453.50	580,944				580,944
000	AAONC1485	IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486	IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
000	AAONC1487	IA	INFO SYSTEMS SPECIALIST 7	18	18.00	432.00	6,947.38	3,001,272				3,001,272
000	AAONC1488	IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC2169	AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC3268	AA	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	7,584.25	728,088				728,088
000	AAONC4008	AA	ELECTRICIAN 2	2	2.00	48.00	6,358.00	305,184				305,184

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4012	AA	FACILITY MAINTENANCE SPEC	1	1.00	24.00	4,361.00	104,664				104,664
000	AAONC4015	AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	MESNZ7012	IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMN X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	6,351.00	152,424				152,424
000	MMS X0113	AA	SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMS X3269	AA	CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	6	6.00	144.00	5,586.33	804,432				804,432
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	5,442.66	283,440	108,432			391,872
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	4	4.00	96.00	7,343.00	704,928				704,928
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	8,098.50	388,728				388,728
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	8,087.00		194,088			194,088
000	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	9,354.00	448,992				448,992
000	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	6,687.75	642,024				642,024
000	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000				260	258.16	6195.63	5,320.73	29,514,745	3,495,721			33,010,466

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F		.00	.00	8,917.00					
103				.00	.00	8,917.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
104	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	2,907.00	69,768				69,768
104	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	5,516.00	132,384				132,384
104	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	5,821.00	419,112				419,112
104	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	5,236.00	251,328				251,328
104	MMS X7008 IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	6,663.00	159,912				159,912
104			8	8.00	192.00	5,377.62	1,032,504				1,032,504

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
110	AAONC0103 AA	OFFICE SPECIALIST 1		.00	.00	2,487.00					
110	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7		.00	.00	5,236.00					
110	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2		.00	.00	5,821.00					
110				.00	.00	4,253.40					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	MESNZ	7010	AA PRINCIPAL EXECUTIVE/MANAGER F		.00	.00	8,917.00					
111					.00	.00	8,917.00					
				268	266.16	6387.63	5,329.13	30,547,249	3,495,721			34,042,970

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,475.00	83,400				83,400
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	4,051.33	291,696				291,696
000	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	5,270.50	252,984				252,984
000	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	13	13.00	312.00	6,150.38	1,918,920				1,918,920
000	AAONC5232 AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	MESNZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	8,917.00	214,008				214,008
000	MMN X0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208
000	MMN X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,111.00	98,664				98,664
000	MMN X1319 AA	HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN X1320 AA	HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN X1321 AA	HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN X1322 AA	HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	7,483.66	538,824				538,824
000	MMS X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,496.00	203,904				203,904
000			63	62.50	1500.00	5,556.50	8,341,692				8,341,692

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
102	AAONC0861	AA PROGRAM ANALYST 2		.00	.00	5,025.00					
102				.00	.00	5,025.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	AAONC0872	AA OPERATIONS & POLICY ANALYST 3		.00	.00	5,821.00					
103				.00	.00	5,821.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
118	AAONC0104 AA	OFFICE SPECIALIST 2		.00	.00	2,907.00					
118	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1		.00	.00	4,170.00					
118	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2		.00	.00	5,025.00					
118				.00	.00	4,119.00					
			63	62.50	1500.00	5,395.31	8,341,692				8,341,692

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0104 AA	OFFICE SPECIALIST 2	6	6.00	144.00	3,448.50	496,584				496,584
000	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	4,575.00	329,400				329,400
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,821.00	127,131	12,573			139,704
000	AAONC1215 AA	ACCOUNTANT 1		.33	8.00	4,803.00	38,424				38,424
000	AQ C6787 AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	MESNZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	4	4.00	96.00	6,998.00	671,808				671,808
000	MMN X0873 AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS X0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	3,914.00	187,872				187,872
000	MMS X7002 AA	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	3	3.00	72.00	6,351.00	457,272				457,272
000	MMS X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	7,701.00	369,648				369,648
000			62	62.33	1496.00	5,741.73	8,592,075	12,573			8,604,648

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MMS	X7008	AA PRINCIPAL EXECUTIVE/MANAGER E		.00	.00	8,087.00					
103					.00	.00	8,087.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1		.00	.00	3,173.00					
111	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2		.00	.00	3,475.00					
111				.00	.00	3,324.00					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
113				1	1.00	24.00	5,231.00	125,544				125,544
				63	63.33	1520.00	5,696.94	8,717,619	12,573			8,730,192

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0015	AA	MEDICAL RECORDS SPECIALIST	7	6.64	159.36	3,943.85	629,615				629,615
000	AAONC0103	AA	OFFICE SPECIALIST 1	21	20.50	492.00	3,128.19	1,538,532				1,538,532
000	AAONC0104	AA	OFFICE SPECIALIST 2	24	23.00	552.00	3,605.12	1,987,152				1,987,152
000	AAONC0107	AA	ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	3,877.00	372,192				372,192
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	2	2.00	48.00	3,822.50	183,480				183,480
000	AAONC0759	AA	SUPPLY SPECIALIST 2	5	5.00	120.00	4,299.80	515,976				515,976
000	AAONC0870	AA	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1245	AA	FISCAL ANALYST 3	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC1339	AA	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,025.00	120,600				120,600
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
000	AAONC6214	AA	INSTITUTION REGISTERED NURSE	194	183.47	4403.22	6,230.94	27,581,710				27,581,710
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
000	AAONC6391	AA	DENTAL ASSISTANT	27	25.38	609.21	3,543.14	2,165,329				2,165,329
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,887.48	6,813,708				6,813,708
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	3	3.00	72.00	3,136.33	225,816				225,816
000	CP C0104	AA	OFFICE SPECIALIST 2	1	1.00	24.00	3,813.00	91,512				91,512
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C6138	AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
000	CP	C6391 AA	DENTAL ASSISTANT	3	3.00	72.00	3,813.00	274,536				274,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	MMN	X0863 AA	PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMS	X0114 AA	SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	4,518.00	108,432				108,432
000	MMS	X0805 AA	OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833 AA	SUPV EXECUTIVE ASSISTANT	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X6241 AA	NURSE MANAGER	12	12.00	288.00	8,033.66	2,313,696				2,313,696
000	MMS	X7000 AA	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,231.00	125,544				125,544
000	MMS	X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	16	16.00	384.00	6,017.50	2,294,712				2,294,712
000	MMS	X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	10	10.00	240.00	7,017.90	1,684,296				1,684,296
000	MMS	X7008 AA	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	8,087.00	776,352				776,352
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	8,917.00	642,024				642,024
000	MNNNZ	7514 AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ	7511 AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ	7519 AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
000				559	539.99	12959.77	6,418.03	82,097,885				82,097,885

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	MESNZ	7014	AA PRINCIPAL EXECUTIVE/MANAGER H		.00	.00	8,496.00					
103					.00	.00	8,496.00					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	AAONC0015	AA	MEDICAL RECORDS SPECIALIST		.00	.00	3,321.00					
107	AAONC0104	AA	OFFICE SPECIALIST 2		.00	.00	2,907.00					
107	AAONC6214	AA	INSTITUTION REGISTERED NURSE		.00	.00	5,115.00					
107	AAONC6391	AA	DENTAL ASSISTANT		.00	.00	2,907.00					
107	AAONC6396	AA	DENTAL HYGIENIST		.00	.00	4,803.00					
107	CP C6391	AA	DENTAL ASSISTANT		.00	.00	2,911.00					
107	CP C6396	AA	DENTAL HYGIENIST		.00	.00	5,495.00					
107	MMS X0114	AA	SUPPORT SERVICES SUPERVISOR 3		.00	.00	3,389.00					
107	MMS X6241	AA	NURSE MANAGER		.00	.00	6,998.00					
107					.00	.00	4,306.80					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
114	AAONC	6720	WA PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
114	MMS	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	4,518.00	108,432				108,432
114	MMS	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	5,231.00	251,088				251,088
114				4	4.00	96.00	4,945.75	474,792				474,792
				563	543.99	13055.77	6,357.69	82,572,677				82,572,677

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AA	OFFICE SPECIALIST 1	5	5.00	120.00	3,066.60	367,992				367,992
000	AAONC0104	AA	OFFICE SPECIALIST 2	41	40.50	972.00	3,596.51	3,493,200				3,493,200
000	AAONC0107	AA	ADMINISTRATIVE SPECIALIST 1	6	6.00	144.00	4,051.33	583,392				583,392
000	AAONC0108	AA	ADMINISTRATIVE SPECIALIST 2	28	28.00	672.00	4,124.85	2,771,904				2,771,904
000	AAONC0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	3,547.66	255,432				255,432
000	AAONC0119	AA	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,575.00	109,800				109,800
000	AAONC0860	AA	PROGRAM ANALYST 1	2	2.00	48.00	5,391.50	258,792				258,792
000	AAONC0861	AA	PROGRAM ANALYST 2	10	10.00	240.00	5,985.60	1,436,544				1,436,544
000	AAONC0870	AA	OPERATIONS & POLICY ANALYST 1	7	7.00	168.00	5,142.28	863,904				863,904
000	AAONC0871	AA	OPERATIONS & POLICY ANALYST 2	4	4.00	96.00	6,437.75	618,024				618,024
000	AAONC0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC6298	AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6680	AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
000	AAONC6783	AA	CORRECTIONAL COUNSELOR	35	35.00	840.00	5,725.02	4,809,024				4,809,024
000	CP C0104	AA	OFFICE SPECIALIST 2	3	3.00	72.00	3,754.33	270,312				270,312
000	CP C6680	AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP C6783	AA	CORRECTIONAL COUNSELOR	3	3.00	72.00	5,797.66	417,432				417,432
000	MESNZ7014	AA	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,362.00	272,688				272,688
000	MMN X0872	AA	OPERATIONS & POLICY ANALYST 3	3	3.00	72.00	6,886.33	495,816				495,816
000	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS X0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	3	3.00	72.00	4,944.66	356,016				356,016
000	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	4	4.00	96.00	5,725.75	549,672				549,672
000	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	8,087.00	194,088				194,088

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	8,917.00	642,024				642,024
000				193	191.50	4596.00	4,876.91	22,444,080				22,444,080

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
103	AAONC0861	AA	PROGRAM ANALYST 2		.00	.00	5,025.00					
103	MMN X0873	AA	OPERATIONS & POLICY ANALYST 4		.00	.00	5,764.00					
103	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F		.00	.00	6,351.00					
103					.00	.00	5,713.33					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC0860	AA	PROGRAM ANALYST 1		.00	.00	4,170.00					
111	AAONC6783	AA	CORRECTIONAL COUNSELOR		.00	.00	4,575.00					
111	MMN X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C		.00	.00	4,518.00					
111					.00	.00	4,421.00					

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
115	AAONC0861 AA	PROGRAM ANALYST 2	1	1.00	24.00	5,025.00	120,600				120,600
115	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,231.00	125,544				125,544
115			2	2.00	48.00	5,128.00	246,144				246,144
			195	193.50	4644.00	4,885.08	22,690,224				22,690,224
			4496	4456.00	106943.81	4,886.83	518,340,079	5,719,726			524,059,805

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4496	4456.00	106943.81	4,886.83	518,340,079	5,719,726			524,059,805

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	AAONC0015 AA	MEDICAL RECORDS SPECIALIST	7	6.64	159.36	3,866.00	629,615				629,615
110	AAONC0103 AA	OFFICE SPECIALIST 1	38	37.50	900.00	2,978.42	2,701,836				2,701,836
107	AAONC0104 AA	OFFICE SPECIALIST 2	180	177.45	4258.80	3,516.09	14,752,741	251,088			15,003,829
111	AAONC0107 AA	ADMINISTRATIVE SPECIALIST 1	11	11.00	264.00	3,929.91	1,055,664				1,055,664
111	AAONC0108 AA	ADMINISTRATIVE SPECIALIST 2	49	49.00	1176.00	4,199.86	4,956,432				4,956,432
000	AAONC0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	30	30.00	720.00	3,876.00	2,790,720				2,790,720
000	AAONC0119 AA	EXECUTIVE SUPPORT SPECIALIST 2	4	4.00	96.00	4,340.25	416,664				416,664
000	AAONC0210 AA	ACCOUNTING TECHNICIAN 1	8	8.00	192.00	3,039.75	583,632				583,632
000	AAONC0211 AA	ACCOUNTING TECHNICIAN 2	13	13.00	312.00	3,741.07	1,167,216				1,167,216
000	AAONC0212 AA	ACCOUNTING TECHNICIAN 3	20	20.00	480.00	4,457.40	2,139,552				2,139,552
000	AAONC0323 AA	PUBLIC SERVICE REP 3	1	1.00	24.00	2,786.00	66,864				66,864
000	AAONC0435 AA	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	4,194.50	201,336				201,336
000	AAONC0436 AA	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC0437 AA	PROCUREMENT & CONTRACT SPEC 2	4	4.00	96.00	6,588.25	632,472				632,472
104	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	7	7.00	168.00	6,875.71	1,155,120				1,155,120
000	AAONC0759 AA	SUPPLY SPECIALIST 2	55	53.99	1295.63	4,334.18	3,012,817	2,616,193			5,629,010
000	AAONC0855 AA	PROJECT MANAGER 2	1	1.00	24.00	7,321.00	175,704				175,704
111	AAONC0860 AA	PROGRAM ANALYST 1	7	7.00	168.00	5,030.75	765,744	100,080			865,824
102	AAONC0861 AA	PROGRAM ANALYST 2	23	23.00	552.00	6,037.00	3,368,427	12,573			3,381,000
000	AAONC0870 AA	OPERATIONS & POLICY ANALYST 1	9	9.00	216.00	5,197.66	1,122,696				1,122,696
000	AAONC0871 AA	OPERATIONS & POLICY ANALYST 2	11	11.00	264.00	6,274.09	1,656,360				1,656,360
104	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	5	5.00	120.00	6,438.00	787,368				787,368
000	AAONC1117 AA	RESEARCH ANALYST 3	3	3.00	72.00	5,713.66	411,384				411,384
000	AAONC1118 AA	RESEARCH ANALYST 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1215 AA	ACCOUNTANT 1	1	1.00	24.00	4,803.00	115,272				115,272

PKG	CLASS COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC1216 AA	ACCOUNTANT 2	4	4.00	96.00	5,516.00	529,536				529,536
000	AAONC1217 AA	ACCOUNTANT 3	1	1.00	24.00	6,665.00	159,960				159,960
000	AAONC1218 AA	ACCOUNTANT 4	1	1.00	24.00	7,672.00	184,128				184,128
000	AAONC1243 AA	FISCAL ANALYST 1	1	1.00	24.00	5,267.00	126,408				126,408
000	AAONC1244 AA	FISCAL ANALYST 2	8	8.00	192.00	6,484.25	1,244,976				1,244,976
000	AAONC1245 AA	FISCAL ANALYST 3	2	2.00	48.00	6,511.50	312,552				312,552
118	AAONC1338 AA	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	4,445.12	252,984				252,984
118	AAONC1339 AA	TRAINING & DEVELOPMENT SPEC 2	14	14.00	336.00	6,000.33	2,039,520				2,039,520
000	AAONC1483 IA	INFO SYSTEMS SPECIALIST 3	8	7.50	180.00	4,597.62	580,944	241,440			822,384
000	AAONC1485 IA	INFO SYSTEMS SPECIALIST 5	44	44.00	1056.00	5,645.27	5,961,408				5,961,408
000	AAONC1486 IA	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	5,924.40	1,421,856				1,421,856
104	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	22	22.00	528.00	6,660.41	3,585,072				3,585,072
000	AAONC1488 IA	INFO SYSTEMS SPECIALIST 8	2	2.00	48.00	7,901.00	379,248				379,248
000	AAONC1519 AA	CORRECTIONAL HEARINGS OFFICER	13	13.00	312.00	6,205.07	1,935,984				1,935,984
000	AAONC2169 AA	COMMUNICATIONS SYS ANALYST 3	5	5.00	120.00	5,557.80	666,936				666,936
000	AAONC2219 AA	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	3,872.50	1,115,280				1,115,280
110	AAONC3268 AA	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	7,231.60	728,088				728,088
000	AAONC4001 AA	PAINTER	6	6.00	144.00	5,189.66	747,312				747,312
000	AAONC4003 AA	CARPENTER	6	6.00	144.00	5,111.33	736,032				736,032
000	AAONC4005 AA	PLUMBER	10	10.00	240.00	5,407.70	1,297,848				1,297,848
000	AAONC4008 AA	ELECTRICIAN 2	11	11.00	264.00	6,277.54	1,657,272				1,657,272
000	AAONC4009 AA	ELECTRICIAN 3	3	3.00	72.00	6,597.00	474,984				474,984
000	AAONC4012 AA	FACILITY MAINTENANCE SPEC	51	51.00	1224.00	4,037.98	4,942,488				4,942,488
000	AAONC4015 AA	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	6,358.00	152,592				152,592
000	AAONC4021 AA	WELDER 2	7	7.00	168.00	5,382.71	905,976				905,976

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4033	AA	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	4,505.94	1,838,424				1,838,424
000	AAONC4034	AA	FACILITY ENERGY TECHNICIAN 3	14	14.00	336.00	5,537.07	1,860,456				1,860,456
000	AAONC4039	AA	PHYSCL/ELECTRNC SECRTY TECH 3	10	10.00	240.00	5,328.70	1,278,888				1,278,888
000	AAONC4101	AA	CUSTODIAN	1	1.00	24.00	2,584.00	62,016				62,016
000	AAONC4110	AA	GROUNDS MAINTENANCE WORKER 2	7	6.52	156.50	3,492.42	550,239				550,239
000	AAONC4402	AA	TRUCK DRIVER 2	7	7.00	168.00	4,614.85	775,296				775,296
000	AAONC4419	AA	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	4,859.00	466,464				466,464
000	AAONC5232	AA	INVESTIGATOR 2	4	4.00	96.00	4,464.75	428,616				428,616
000	AAONC5237	AA	DEPT/CORRECTIONS INSPECTOR 1	3	2.50	60.08	3,814.00	229,145				229,145
000	AAONC5238	AA	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	5,700.25	1,641,672				1,641,672
000	AAONC6138	AA	HEALTH SERVICES TECHNICIAN	15	14.97	359.28	4,031.46	1,448,326				1,448,326
107	AAONC6214	AA	INSTITUTION REGISTERED NURSE	194	183.47	4403.22	6,202.90	27,581,710				27,581,710
000	AAONC6255	AA	NURSE PRACTITIONER	22	21.30	511.20	7,733.65	3,964,044				3,964,044
000	AAONC6260	AA	PHARMACIST	7	7.00	168.00	10,657.00	1,790,376				1,790,376
000	AAONC6268	AA	CLINICAL DIETICIAN	1	1.00	24.00	5,516.00	132,384				132,384
000	AAONC6298	AA	TEST COORDINATOR	4	4.00	96.00	3,460.50	332,208				332,208
000	AAONC6348	AA	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	4,361.00	313,992				313,992
000	AAONC6385	AA	PHARMACY TECHNICIAN 1	21	19.53	468.70	3,091.76	1,467,033				1,467,033
107	AAONC6391	AA	DENTAL ASSISTANT	27	25.38	609.21	3,499.27	2,165,329				2,165,329
107	AAONC6396	AA	DENTAL HYGIENIST		.00	.00	4,803.00					
000	AAONC6519	AA	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,137.29	1,663,830				1,663,830
000	AAONC6531	AA	MENTAL HEALTH SPECIALIST	50	50.00	1200.00	4,899.74	5,879,688				5,879,688
000	AAONC6680	AA	CHAPLAIN	19	18.50	444.00	5,309.00	2,370,864				2,370,864
114	AAONC6720	WA	PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	4,803.00	115,272				115,272
111	AAONC6783	AA	CORRECTIONAL COUNSELOR	106	106.00	2544.00	5,654.78	14,360,328				14,360,328

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC9120	AA	CORRECTIONS FOOD SERV COORD	98	97.31	2335.41	4,043.15	9,444,281				9,444,281
102	AAOSC6775	AA	CORRECTIONAL OFFICER	1509	1497.31	35935.30	4,189.93	151,155,643	1,243,440			152,399,083
000	AAOSC6776	AA	CORRECTIONAL CORPORAL	144	143.90	3453.60	4,543.35	15,690,826				15,690,826
000	AAOSC6777	AA	CORRECTIONAL SERGEANT	210	207.32	4975.68	5,125.62	25,516,137				25,516,137
000	AE U7510	AA	DENTIST	22	20.50	492.00	13,887.48	6,813,708				6,813,708
000	AQ C6787	AA	ADULT PAROLE/PROBATION OFFICER	37	37.00	888.00	5,884.18	5,225,160				5,225,160
000	CP C0015	AA	MEDICAL RECORDS SPECIALIST	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C0103	AA	OFFICE SPECIALIST 1	4	4.00	96.00	3,114.00	298,944				298,944
000	CP C0104	AA	OFFICE SPECIALIST 2	17	17.00	408.00	3,696.52	1,508,184				1,508,184
000	CP C0108	AA	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,278.00	205,344				205,344
000	CP C0118	AA	EXECUTIVE SUPPORT SPECIALIST 1	4	4.00	96.00	3,867.75	371,304				371,304
000	CP C0759	AA	SUPPLY SPECIALIST 2	4	4.00	96.00	4,188.25		402,072			402,072
000	CP C0861	AA	PROGRAM ANALYST 2	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C0871	AA	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C0872	AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,625.00	183,000				183,000
000	CP C1485	IA	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	5,208.00	249,984				249,984
000	CP C2219	AA	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,164.00	99,936				99,936
000	CP C4001	AA	PAINTER	1	1.00	24.00	5,250.00	126,000				126,000
000	CP C4003	AA	CARPENTER	1	1.00	24.00	4,566.00	109,584				109,584
000	CP C4005	AA	PLUMBER	1	1.00	24.00	5,011.00	120,264				120,264
000	CP C4008	AA	ELECTRICIAN 2	1	1.00	24.00	6,323.00	151,752				151,752
000	CP C4009	AA	ELECTRICIAN 3	1	1.00	24.00	6,944.00	166,656				166,656
000	CP C4012	AA	FACILITY MAINTENANCE SPEC	9	9.00	216.00	3,823.11	825,792				825,792
000	CP C4021	AA	WELDER 2	1	1.00	24.00	5,795.00	139,080				139,080
000	CP C4033	AA	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,506.20	540,744				540,744

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C4034 AA	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	5,403.00	259,344				259,344
000	CP	C4039 AA	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,795.00	139,080				139,080
000	CP	C5232 AA	INVESTIGATOR 2	1	1.00	24.00	4,788.00	114,912				114,912
000	CP	C6138 AA	HEALTH SERVICES TECHNICIAN	5	5.00	120.00	4,059.00	487,080				487,080
000	CP	C6214 AA	INSTITUTION REGISTERED NURSE	28	27.20	652.80	6,543.92	4,271,592				4,271,592
000	CP	C6255 AA	NURSE PRACTITIONER	2	1.50	36.00	8,183.50	296,916				296,916
000	CP	C6385 AA	PHARMACY TECHNICIAN 1	2	2.00	48.00	2,793.00	134,064				134,064
107	CP	C6391 AA	DENTAL ASSISTANT	3	3.00	72.00	3,587.50	274,536				274,536
107	CP	C6396 AA	DENTAL HYGIENIST		.00	.00	5,495.00					
000	CP	C6519 AA	CORRECTIONS RECREATION SPEC 2	5	5.00	120.00	4,337.80	520,536				520,536
000	CP	C6531 AA	MENTAL HEALTH SPECIALIST	12	12.00	288.00	4,885.41	1,407,000				1,407,000
000	CP	C6680 AA	CHAPLAIN	3	2.50	60.00	4,741.66	291,432				291,432
000	CP	C6783 AA	CORRECTIONAL COUNSELOR	17	17.00	408.00	5,788.94	2,361,888				2,361,888
000	CP	C9120 AA	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	3,949.52	2,180,136				2,180,136
000	CS	C6775 AA	CORRECTIONAL OFFICER	385	385.00	9240.00	4,306.87	39,245,160	550,320			39,795,480
000	CS	C6776 AA	CORRECTIONAL CORPORAL	101	101.00	2424.00	4,534.03	10,990,512				10,990,512
000	CS	C6777 AA	CORRECTIONAL SERGEANT	60	60.00	1440.00	5,226.20	7,525,728				7,525,728
000	MEA	HZ7016 HA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	13,348.00	320,352				320,352
000	MEN	NZ0830 AA	EXECUTIVE ASSISTANT	1	1.00	24.00	5,492.00	131,808				131,808
111	MES	NZ7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	5	5.00	120.00	8,444.25	979,272				979,272
103	MES	NZ7012 AA	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	9,218.00	461,352				461,352
000	MES	NZ7012 IA	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	11,362.00	272,688				272,688
103	MES	NZ7014 AA	PRINCIPAL EXECUTIVE/MANAGER H	12	12.00	288.00	10,565.69	3,092,592				3,092,592
000	MES	NZ7016 AA	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	12,523.00	300,552				300,552
000	MMN	X0118 AA	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,717.00	89,208				89,208

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMN	X0119	AA EXECUTIVE SUPPORT SPECIALIST 2	5	5.00	120.00	3,998.20	479,784				479,784
103	MMN	X0861	AA PROGRAM ANALYST 2		.00	.00	6,046.00					
111	MMN	X0862	AA PROGRAM ANALYST 3		.00	.00	6,046.00					
000	MMN	X0863	AA PROGRAM ANALYST 4	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X0866	AA PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	6,998.00	167,952				167,952
000	MMN	X0871	AA OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,046.00	145,104				145,104
113	MMN	X0872	AA OPERATIONS & POLICY ANALYST 3	10	10.00	240.00	6,611.10	1,586,664				1,586,664
103	MMN	X0873	AA OPERATIONS & POLICY ANALYST 4	4	4.00	96.00	7,173.00	722,424				722,424
000	MMN	X1319	AA HUMAN RESOURCE ASSISTANT	5	5.00	120.00	3,447.00	413,640				413,640
000	MMN	X1320	AA HUMAN RESOURCE ANALYST 1	4	3.50	84.00	4,548.25	376,884				376,884
000	MMN	X1321	AA HUMAN RESOURCE ANALYST 2	6	6.00	144.00	5,054.00	727,776				727,776
000	MMN	X1322	AA HUMAN RESOURCE ANALYST 3	16	16.00	384.00	6,294.62	2,417,136				2,417,136
000	MMN	X5239	AA DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	6,253.16	900,456				900,456
000	MMN	X5618	AA INTERNAL AUDITOR 3	2	2.00	48.00	6,213.50	298,248				298,248
000	MMN	X6779	AA CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,055.20	726,624				726,624
111	MMN	X7004	AA PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	5,740.00	304,848				304,848
000	MMN	X7006	AA PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	7,343.00	176,232				176,232
000	MMS	X0113	AA SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,111.00	98,664				98,664
107	MMS	X0114	AA SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	3,765.33	108,432				108,432
000	MMS	X0119	AA EXECUTIVE SUPPORT SPECIALIST 2	11	11.00	264.00	4,039.36	1,066,392				1,066,392
000	MMS	X0805	AA OFFICE MANAGER 1	2	2.00	48.00	3,915.00	187,920				187,920
000	MMS	X0833	AA SUPV EXECUTIVE ASSISTANT	6	6.00	144.00	5,301.16	763,368				763,368
000	MMS	X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	5,764.00	138,336				138,336
000	MMS	X3269	AA CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	7,701.00	184,824				184,824
000	MMS	X4046	AA MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	5,839.62	1,121,208				1,121,208

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	MMS X6241	AA	NURSE MANAGER	12	12.00	288.00	7,954.00	2,313,696				2,313,696
000	MMS X6779	AA	CORRECTIONAL LIEUTENANT	100	100.00	2400.00	5,986.87	14,368,488				14,368,488
111	MMS X6780	AA	CORRECTIONAL CAPTAIN	48	48.00	1152.00	7,001.52	8,154,864				8,154,864
000	MMS X7000	AA	PRINCIPAL EXECUTIVE/MANAGER A	2	2.00	48.00	5,231.00	251,088				251,088
000	MMS X7002	AA	PRINCIPAL EXECUTIVE/MANAGER B	18	18.00	432.00	5,262.11	2,273,232				2,273,232
114	MMS X7004	AA	PRINCIPAL EXECUTIVE/MANAGER C	41	41.00	984.00	5,972.83	5,750,688	108,432			5,859,120
114	MMS X7006	AA	PRINCIPAL EXECUTIVE/MANAGER D	36	36.00	864.00	7,018.33	6,063,840				6,063,840
000	MMS X7006	IA	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	8,231.00	592,632				592,632
103	MMS X7008	AA	PRINCIPAL EXECUTIVE/MANAGER E	21	21.00	504.00	7,833.68	3,748,008	194,088			3,942,096
104	MMS X7008	IA	PRINCIPAL EXECUTIVE/MANAGER E	3	3.00	72.00	8,457.00	608,904				608,904
103	MMS X7010	AA	PRINCIPAL EXECUTIVE/MANAGER F	33	33.00	792.00	8,267.61	6,593,952				6,593,952
000	MMS X7010	IA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	10,306.00	247,344				247,344
000	MNNNZ7514	AA	CORRECTIONS PHYSICIAN SPECIALI	19	19.00	456.00	17,664.81	8,099,472				8,099,472
000	MNSNZ7511	AA	SUPERVISING DENTIST A	1	1.00	24.00	8,496.00	203,904				203,904
000	MNSNZ7519	AA	CLINCIAL DIRECTOR	1	1.00	24.00	20,373.00	488,952				488,952
				4496	4456.00	106943.81	4,886.83	518,340,079	5,719,726			524,059,805

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				4496	4456.00	106943.81	4,886.83	518,340,079	5,719,726			524,059,805

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500001	001237200	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500002	001237210	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500003	001237220	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500004	001237230	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500005	001237240	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500006	001237250	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500007	001237280	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500008	001237380	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500009	001237750	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500010	001237770	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500011	001237790	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500012	001237800	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500013	001237810	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500014	001237830	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500015	001237850	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500016	001237860	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500017	001237870	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500018	001237890	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500019	001237910	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500020	001237920	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500021	001237940	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500022	001237950	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500023	001237970	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500024	001237980	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500025	001238020	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500026	001238050	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500027	001238080	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500028	001238100	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500029	001238110	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500030	001238120	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500031	001238140	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500032	001238150	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500033	001238180	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500034	001238170	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500035	001238200	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500036	001238230	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500037	001238260	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500038	001238290	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500039	001238320	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500040	001238350	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500041	001238370	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500042	001238410	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500043	001238440	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500044	001238480	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500045	001238540	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500046	001238600	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500047	001238650	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500048	001238670	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500049	001238710	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500050	001238740	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500051	001238770	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500052	001238790	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500053	001238820	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500054	001238840	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500055	001238870	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500056	001238890	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500057	001238910	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500058	001238950	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500059	001238980	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500060	001239000	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500061	001238800	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500062	001238810	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500063	001238830	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500064	001238850	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500065	001238880	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500066	001238900	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500067	001238920	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500068	001238940	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500069	001238970	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500070	001238610	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500071	001238630	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500072	001238640	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500073	001238680	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500074	001238700	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500075	001238720	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500076	001238730	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500077	001238760	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500078	001238220	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500079	001238250	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500080	001238280	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500081	001238300	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500082	001238310	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500083	001238330	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500084	001238360	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500085	001238390	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500086	001238400	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500087	001238420	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500088	001238430	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500089	001238450	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500090	001238460	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500091	001238470	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500092	001238490	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500093	001238500	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500094	001238510	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500095	001238520	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		
1500096	001238530	003-01-01-00000	102	0	PF	AAOSC	6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																		

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500097	001238550	003-01-01-00000	102	0 PF	AAOSC6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500098	001238560	003-01-01-00000	102	0 PF	AAOSC6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500099	001238570	003-01-01-00000	102	0 PF	AAOSC6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500100	001238580	003-01-01-00000	102	0 PF	AAOSC6775 AA	17	02		.00	3,500.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			102						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500148	001238040	003-01-01-00000	103	0 PF	MESNZ7012 AA	38X	02		.00	7,343.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103						.00		.00					
									.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500126	001237340	004-19-01-00000	103	0 PF	MMN X0861 AA	27	08		.00	6,046.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500128	001237270	004-11-01-00000	103	0 PF	MESNZ7012 AA	38X	09		.00	10,306.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500129	001237300	004-11-01-00000	103	0 PF	MESNZ7010 AA	35X	09		.00	8,917.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500144	001237400	004-19-01-00000	111	0 PF	MMS	X6780 AA	32	02		.00	5,764.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500145	001237410	004-19-01-00000	111	0 PF	MMS	X6780 AA	32	02		.00	5,764.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500146	001237420	004-19-01-00000	111	0 PF	MMS	X6780 AA	32	02		.00	5,764.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500149	001237390	004-20-01-00000	111	0 PF	MMN	X0862 AA	29	06		.00	6,046.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			111							.00		.00					
										.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500130	001237840	006-10-01-00000	103	0 PF	MESNZ7010 AA	35X	09		.00	8,917.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500131	001238060	006-06-03-00000	104	0 LF	MMS X7008 IA	33X	02	1	1.00	6,663.00	24.00	159,912				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500132	001238160	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00	139,704				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500133	001238190	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00	139,704				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500134	001238210	006-06-03-00000	104	0 LF	AAONC0872 AA	30	02	1	1.00	5,821.00	24.00	139,704				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500135	001238240	006-06-03-00000	104	0 LF	AAONC0104 AA	15	02	1	1.00	2,907.00	24.00	69,768				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500136	001238270	006-01-20-00000	104	0 LF	AAONC0438 AA	29	02	1	1.00	5,516.00	24.00	132,384				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500137	001238340	006-06-03-00000	104	0 LF	AAONC1487 IA	31	02	1	1.00	5,236.00	24.00	125,664				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
1500138	001238380	006-06-03-00000	104	0 LF	AAONC1487 IA	31	02	1	1.00	5,236.00	24.00	125,664				
EST DATE: 2015/07/01 EXP DATE: 2017/06/30																
			104					8	8.00		192.00	1,032,504				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500139	001237490	006-01-50-00000	110	0 PP	AAONC0103 AA	11	02		.00	2,487.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500140	001237500	006-01-50-00000	110	0 PP	AAONC0103 AA	11	02		.00	2,487.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500141	001237540	006-05-01-00000	110	0 PP	AAONC3268 AA	30	02		.00	5,821.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500142	001237430	006-06-03-00000	110	0 PF	AAONC1487 IA	31	02		.00	5,236.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500143	001237450	006-06-03-00000	110	0 PF	AAONC1487 IA	31	02		.00	5,236.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			110						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500147	001237900	006-04-03-00000	111	0 PF	MESNZ7010 AA	35X	09		.00	8,917.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111						.00		.00					
								8	8.00		192.00	1,032,504				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
1500125	001237570	008-01-00-00000	102	0 PF	AAONC	0861 AA	27	02		.00	5,025.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			102							.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500127	001237580	008-01-00-00000	103	0 PF	AAONC	0872 AA	30	02		.00	5,821.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			103							.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500150	001237590	008-02-00-00000	118	0 PF	AAONC1339 AA	27	02		.00	5,025.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500151	001237610	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500152	001237630	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500153	001237650	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500154	001237660	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500155	001237680	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500156	001237700	008-02-00-00000	118	0 PF	AAONC1338 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500157	001237720	008-02-00-00000	118	0 PF	AAONC0104 AA	15	02		.00	2,907.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			118						.00		.00					
									.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500102	001239380	009-01-01-00000	103	0 PF	MMS X7008 AA	33X	09		.00	8,087.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500119	001239420	009-04-01-00000	111	0 PF	AAONC0108 AA	19	02		.00	3,475.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500120	001239430	009-01-01-00000	111	0 PF	AAONC0107 AA	17	02		.00	3,173.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500118	001239400	009-01-02-00000	113	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			113					1	1.00		24.00	125,544				
								1	1.00		24.00	125,544				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500101	001237600	010-01-01-00000	103	0 PF	MESNZ7014 AA	40X	03		.00	8,496.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			103						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500103	001239060	010-01-40-00000	107	0	PF	MMS X6241 AA	36	02		.00	6,998.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500104	001239070	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02		.00	5,115.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500105	001239080	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02		.00	5,115.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500106	001239090	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02		.00	5,115.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500107	001239100	010-01-40-00000	107	0	PP	AAONC6214 AA	28N	02		.00	5,115.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500108	001239110	010-01-40-00000	107	0	PF	AAONC6214 AA	28N	02		.00	5,115.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500109	001239120	010-01-40-00000	107	0	PP	AAONC0015 AA	18	02		.00	3,321.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500110	001239130	010-01-40-00000	107	0	PF	AAONC0104 AA	15	02		.00	2,907.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500111	001239150	010-02-30-00000	107	0	PF	CP C6391 AA	15	02		.00	2,911.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500112	001239170	010-02-45-00000	107	0	PF	AAONC6391 AA	15	02		.00	2,907.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500113	001239180	010-02-60-00000	107	0	PF	AAONC6391 AA	15	02		.00	2,907.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500114	001239210	010-02-30-00000	107	0	PF	MMS X0114 AA	21	02		.00	3,389.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500115	001239220	010-02-45-00000	107	0	PF	MMS X0114 AA	21	02		.00	3,389.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500116	001239230	010-02-30-00000	107	0	PF	CP C6396 AA	29	02		.00	5,495.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500117	001239250	010-02-45-00000	107	0	PF	AAONC6396 AA	26	02		.00	4,803.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			107							.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500121	001239300	010-05-58-00000	114	0 PF	MMS	X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500122	001239310	010-05-01-00000	114	0 PF	MMS	X7006 AA	31X	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500123	001239320	010-05-37-00000	114	0 PF	MMS	X7004 AA	28X	02	1	1.00	4,518.00	24.00	108,432				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500124	001239330	010-05-55-00000	114	0 PF	AAONC	6720 WA	26	02	1	1.00	4,803.00	24.00	115,272				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			114						4	4.00		96.00	474,792				
									4	4.00		96.00	474,792				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F Y	POS TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500158	001237440	011-11-01-00000	103	0	PF	MMS X7010 AA	35X	02		.00	6,351.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500159	001237460	011-08-01-00000	103	0	PF	MMN X0873 AA	32	02		.00	5,764.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
1500160	001237470	011-08-01-00000	103	0	PF	AAONC0861 AA	27	02		.00	5,025.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																	
			103							.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500161	001237480	011-10-01-00000	111	0 PF	MMN X7004 AA	28X	02		.00	4,518.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500162	001237510	011-10-01-00000	111	0 PF	AAONC6783 AA	25	02		.00	4,575.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500163	001237520	011-06-01-00000	111	0 PF	AAONC0860 AA	23	02		.00	4,170.00	.00					
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			111						.00		.00					

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
1500164	001237530	011-07-01-00000	115	0 PF	MMN X0872 AA	30	02	1	1.00	5,231.00	24.00	125,544				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
1500165	001237560	011-07-01-00000	115	0 PF	AAONC0861 AA	27	02	1	1.00	5,025.00	24.00	120,600				
EST DATE: 2015/07/01 EXP DATE: 9999/01/01																
			115					2	2.00		48.00	246,144				
								2	2.00		48.00	246,144				
								15	15.00		360.00	1,878,984				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS	COMP	RNG	S T P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	T R K
									15	15.00		360.00	1,878,984				

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
1500131	MMS X7008 IA	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	6,663.00	159,912				159,912
								74,105				74,105
1500132	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500133	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500134	AAONC0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,821.00	139,704				139,704
								68,612				68,612
1500135	AAONC0104 AA	OFFICE SPECIALIST 2	1	1.00	24.00	02	2,907.00	69,768				69,768
								49,604				49,604
1500136	AAONC0438 AA	PROCUREMENT & CONTRACT SPEC 3	1	1.00	24.00	02	5,516.00	132,384				132,384
								66,622				66,622
1500137	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,236.00	125,664				125,664
								64,796				64,796
1500138	AAONC1487 IA	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,236.00	125,664				125,664
								64,796				64,796
		TOTAL PICS SALARY						1,032,504				1,032,504
		TOTAL PICS OPE						525,759				525,759
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	8	8.00	192.00			1,558,263				1,558,263

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
1500118	MMN X0872 AA	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
		TOTAL PICS SALARY						125,544				125,544
		TOTAL PICS OPE						64,764				64,764
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			190,308				190,308

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
1500121	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500122	MMS X7006 AA	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500123	MMS X7004 AA	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	02	4,518.00	108,432				108,432
								60,113				60,113
1500124	AAONC6720	WA PSYCHIATRIC SOCIAL WORKER	1	1.00	24.00	02	4,803.00	115,272				115,272
								61,972				61,972
		TOTAL PICS SALARY						474,792				474,792
		TOTAL PICS OPE						251,613				251,613
			---	---	---			---	---	---	---	---
		TOTAL PICS PERSONAL SERVICES =	4	4.00	96.00			726,405				726,405

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1500164	MMN X0872	AA OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,231.00	125,544				125,544
								64,764				64,764
1500165	AAONC0861	AA PROGRAM ANALYST 2	1	1.00	24.00	02	5,025.00	120,600				120,600
								63,420				63,420
		TOTAL PICS SALARY						246,144				246,144
		TOTAL PICS OPE						128,184				128,184
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			374,328				374,328

workload on shift supervisors, and reducing their need for discretionary assignments and movement of staff will assist the department in accurately capturing leave codes.

12/01/2012 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2012

Purpose

This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles.

Recommendation
None

Response
No response required.

8/6/2013 Department of Corrections: Treatment of the Highest-risk Offenders Can Avoid Costs

Purpose
Our audit objective was to determine whether the estimated benefits of providing substance abuse treatment to the highest-risk released offenders exceed the costs. We focused on the estimated benefits and costs associated with offenders released from 2008 through 2011.

Recommendation
We recommend the Department of Corrections management:

1. Work with county community corrections agencies and the Legislature to coordinate funding and track resources to provide substance abuse treatment for the highest-risk offenders wherever possible.

2. Explore utilizing expanded Medicaid funding for substance abuse treatment for released offenders and consider integrating Medicaid eligibility review into release planning.

Response

Recommendation #1:
The department agrees. The department will provide the legislature with information about how counties use community corrections grant-in-aid dollars. While the department does not direct or authorize how counties supervise offenders or appropriate dollars to specific programs, the department does provide research, data, and technical assistance to the counties on effective ways to assess offenders and balance resources between supervision, sanctions, and services.

Recommendation #2:
The department generally agrees. For the majority of offenders in the community corrections system, counties determine eligibility for Medicaid and all other federal and state funding-match programs. However, in Linn and Douglas counties, the Oregon Department of Corrections directly supervises offenders and strives to enroll offenders in Medicaid whenever possible.

The department also agrees that Medicaid eligibility determinations need to be incorporated into release planning, and we are working with the Oregon Health Authority to explore a two-phase implementation process.

Additionally, the department is hiring a re-entry benefits coordinator who will focus on developing processes to pre-qualify inmates nearing release for Medicaid, Medicare, veterans' benefits, social security, and other such benefits for which they may qualify. This position will also serve to ensure releasing inmates are effectively linked to these and other supportive services.

12/31/2013 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2013

Purpose

DATE ISSUED	REPORT NUMBER	
		This audit work was not a comprehensive audit of the department. We performed this audit work as part of our annual statewide financial audit. The objective of the statewide audit was to express an opinion on whether the financial statements contained in the State of Oregon's Comprehensive Annual Financial Report were fairly presented, in all material respects, in conformity with generally accepted accounting principles. Recommendation None Response No response required.

JOINT LEGISLATIVE AUDIT COMMITTEE

None