



OREGON DEPARTMENT OF CORRECTIONS

Ways and Means – Phase 2
Public Safety Subcommittee Presentation
2015-17

Director Colette S. Peters



Parenting Inside Out

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- Outcome Study:
 - ▣ Reduced re-arrest/criminal behavior
 - ▣ Better parental participation
 - ▣ Better attitude
 - ▣ Reduced substance abuse
 - ▣ Child outcomes



Customer Service KPM

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- ❑ Traditional customer for this KPM has been community corrections
- ❑ Given DOC's renewed focus on increasing family and community engagement, DOC is proposing a new customer: inmate visitors





2013-15 Budget Deficit

2013-15 Legislatively Approved Budget	2013-15 GF	Policy	Legislative Appropriation		Agency Actions	2013-15 GF	Agency Actions	2013-15 GF
	Shortfall (7/1/13)	Savings	2014 Session	2015 Session	Through 12/2014	Shortfall (1/1/15)	1/2015-6/2015	Shortfall (4/1/15)
Unspecified Reductions								
5% Service & Supply Reduction	(11,360,700)	0	0	0	11,360,700	0	0	0
Statewide Administrative Savings	(2,751,788)	0	0	0	2,751,788	0	0	0
Reduction to Balance Public Safety Budget	(27,662,417)	0	0	23,863,116	0	(3,799,301)	900,332	(2,898,969)
2% Legislative Holdback	(26,097,810)	0	26,043,835	0	53,975	0	0	0
Additional Vacancy Factor	(10,000,000)	0	0	0	10,000,000	0	0	0
Total Unspecified Reductions	(77,872,715)	0	26,043,835	23,863,116	24,166,463	(3,799,301)	900,332	(2,898,969)
Other Specific Reductions/Unfunded Liabilities								
Employee Compensation Package	(27,797,274)		25,259,844	2,537,430	0	0	0	0
House Bill 3194 - Sentencing Reform Savings	(19,745,704)	14,174,424	0	2,615,884	2,955,396	0	0	0
House Bill 2087 - Medicaid Savings	(12,571,570)	12,571,570	0	0	0	0	0	0
Total Legislative Action	(60,114,548)	26,745,994	25,259,844	5,153,314	2,955,396	0	0	0
Unanticipated Cost								
Increased HEP C Usage	0	0	0	0	0	0	(3,100,000)	(3,100,000)
Increased Medical Supply/Service Projections	0	0	0	0	0	0	(1,200,000)	(1,200,000)
						0		
2013-15 General Fund Shortfall	(137,987,263)	26,745,994	51,303,679	29,016,430	27,121,859	(3,799,301)	(3,399,668)	(7,198,969)



Agency Budget Review

2015-17 Governor's Balanced Budget

Division	General Fund	Other Funds	Federal Funds	Total Funds	Pos	FTE
Operations	716,435,023	10,054,808	-	726,489,831	3,259	3,241.60
Health Services	234,590,095	625,144	4,437,428	239,652,667	563	543.99
Administration	70,827,378	1,276,379	972,128	73,075,885	86	85.50
General Services	57,380,984	8,110,305	-	65,491,289	268	266.16
Human Resources	14,596,706	5,150	-	14,601,856	63	62.50
Community Corrections	254,216,749	6,757,387	300,551	261,274,687	63	63.33
Offender Mgmt & Rehab	67,379,193	9,510,156	-	76,889,349	195	193.50
Debt Service	130,897,616	-	1,119,495	132,017,111	-	-
Capital Improvement	2,724,041	-	-	2,724,041	-	-
Capital Construction	-	26,467,130	-	26,467,130	-	-
Total	1,549,047,785	62,806,459	6,829,602	1,618,683,846	4,497	4,456.58



Current Service Level (CSL) Review

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- 2015-17 CSL = \$1.605 billion
 - Derived from a \$101.9 million increase from the 2015-17 base budget of \$1.503 billion
- Increases are created through essential packages adjusting for:
 - Standard and extraordinary inflation
 - Adjustment for future vacancies
 - Prison and community corrections caseload adjustments
 - Phase in/out of one-time budget actions
 - Adjustments for state government service charges
 - Funding shifts



Governor's Balanced Budget Policy Option Packages

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- 2015-17 POP Target Investment Areas:
 - Electronic Health Records - \$3.0 M (0.00 FTE)
 - CIS Replacement Project - \$2.0 M (8.00 LD FTE)
 - Capital Investments - \$33.2 M (0.00 FTE)
 - Technical Adjustments - \$0.1 M (7.00 FTE)



Electronic Health Records

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- ❑ **Purpose:** Transition DOC Health Services from a paper-based records system to an electronic-based records system.
- ❑ **Cost:** Pkg. 101 at \$3,045,462 General Fund (0.00 FTE).
- ❑ **Benefits:** Increased efficiencies by enabling medical staff to spend less time on administrative work and more time on medical care.





CIS Replacement Project

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- **Purpose:** Initial funding to conduct a two-year business analysis that clearly identifies the business and system requirements for a new CIS.
- **Cost:** Pkg. 104 at \$2,000,000 General Fund (8.00 LD FTE) to conduct a comprehensive gap analysis, gather business and system requirements, complete an RFP, and develop an implementation plan for the 2017-19 biennium.
- **Benefits:** A well-planned IT project that provides assurance that the system development process will meet the information and data needs of DOC at a high level of accountability, reliability, and compliance.



Capital Investments

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- **Purpose:** Provide bond funding for critical agency infrastructure that, if not addressed, will ultimately create higher-cost solutions.
- **Cost:** \$27,620,000 in Other Funds and \$5,611,816 in General Fund for four POPs:
 - Deferred Maintenance
 - Telephone System Upgrades
 - Inmate Information Services
 - Cost of Financing



Capital Investments

Deferred Facility Maintenance

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- DOC's current deferred maintenance liability is \$68 million.
- Pkg. 106 requests \$14,220,432 in one-time Other Funds to address 25 of the highest-priority deferred maintenance issues, including:
 - Roof replacement – TRCI
 - HVAC and fire alarm system modifications – 6 facilities
 - Electrical repairs and upgrades – 2 facilities
 - Sewer/water system upgrades – 2 facilities
 - Security system repairs and upgrades – 7 facilities

CRCI Roof



SCI Roof





SFFC Erosion
Exposing Utilities



Capital Investments Telephone System Upgrades

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- DAS is seeking a new telephony solution for all state agencies.
- Pkg. 119 requests \$12,246,698 in one-time Other Funds to upgrade DOC's telephone system to VOIP, and \$1,469,799 in ongoing General fund for maintenance and operations.



Capital Investments Inmate Information Services

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- DOC currently operates an inmate thin-client network to provide educational and law library services.
- Pkg. 105 requests \$623,175 in one-time Other Funds to replace the aging network.



Capital Investment Cost of Financing

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- Pkg. 116 requests \$529,695 in one-time Other Funds to fund the cost of issuing \$27.6 in bonds.
- Pkg. 116 also requests \$4,142,017 in General Fund for 2015-17 debt service:
 - Deferred maintenance - \$1,856,012
 - Telephone system upgrades - \$2,135,826
 - Inmate information services - \$150,177
- Ongoing General Fund will be required for future debt service needs.



Technical Adjustments

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- **Purpose:** Provides for categorical shifts in expenditure activity, and a Federal fund limitation increase, that enables DOC to more efficiently and effectively manage its resources and operations.
- **Cost:** The total cost for categorical shifts nets to zero, and the increase in Federal Funds limitation is \$122,683.



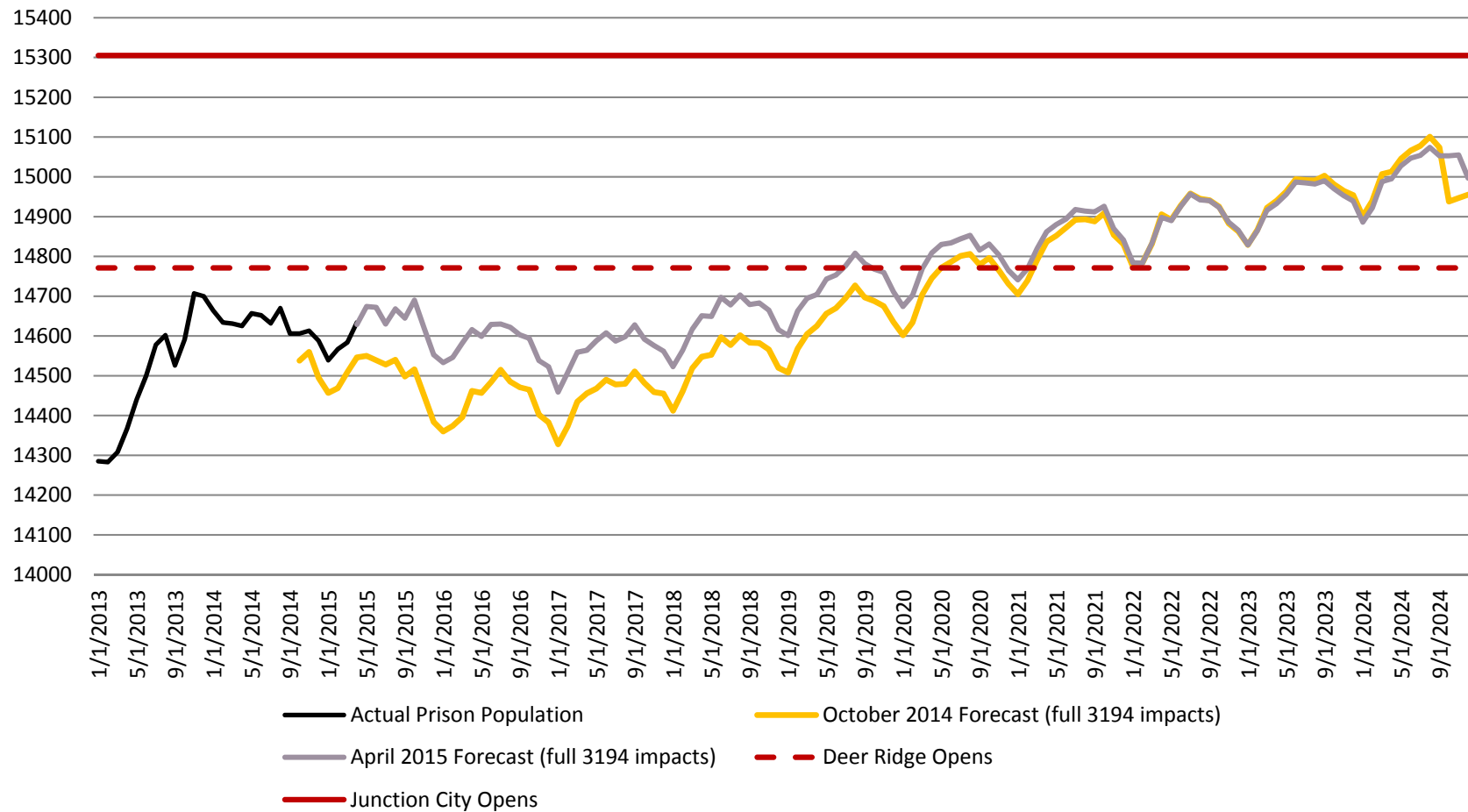
Agency Budget Review

Department of Corrections Budget	General	Other	Federal Funds		Total	Positions	FTE
	Fund	Funds	Limited	Non-Limited	Funds		
2015-17 Base Budget	\$ 1,460,692,832	\$ 34,217,558	\$ 7,369,007	\$ 1,119,495	\$ 1,503,398,892	4,482.00	4,441.58
Essential Packages							
Vacancy Factor Adjustment (Package 010)	\$ 34,269,288	\$ 109,826			\$ 34,379,114		
Phase In/Phase Out Adjustments (Package 020)	\$ 7,098,650				\$ 7,098,650		
Inflation/State Government Charge Adjustments (Package 030)	\$ 32,483,707	\$ 859,075	\$ 328,618		\$ 33,671,400		
Caseload Adjustments - Through Oct 2014 (Package 040)	\$ 26,735,829				\$ 26,735,829		
Fund Shifts (Package 050)	\$ 2,110,201		\$ (2,110,201)		\$ -		
Total Essential Packages	\$ 102,697,675	\$ 968,901	\$ (1,781,583)	\$ -	\$ 101,884,993	0.00	0.00
2015-17 Current Service Level	\$ 1,563,390,507	\$ 35,186,459	\$ 5,587,424	\$ 1,119,495	\$ 1,605,283,885	4,482.00	4,441.58
Policy Option Packages							
Electronic Health Records (Pkg 101)	\$ 3,045,462	\$ -	\$ -	\$ -	\$ 3,045,462	0.00	0.00
CIS Replacement Projects (Pkg 104)	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000	8.00	8.00
Capital Investments (Pkg 105, 106, 116, & 119)	\$ 5,611,816	\$ 27,620,000	\$ -	\$ -	\$ 33,231,816	0.00	0.00
Technical Adjustments (Pkg 113, 114, 115, & 117)	\$ -	\$ -	\$ 122,683	\$ -	\$ 122,683	7.00	7.00
Total Policy Option Packages	\$ 10,657,278	\$ 27,620,000	\$ 122,683	\$ -	\$ 38,399,961	15.00	15.00
Recommended Reductions							
Community Corrections - Grant In Aid	\$ (15,000,000)	\$ -	\$ -	\$ -	\$ (15,000,000)		
Increased Agency Vacancy Factor	\$ (10,000,000)	\$ -	\$ -	\$ -	\$ (10,000,000)		
Total Recommended Reductions	\$ (25,000,000)	\$ -	\$ -	\$ -	\$ (25,000,000)	0.00	0.00
2015-17 Governor's Balanced Budget	\$ 1,549,047,785	\$ 62,806,459	\$ 5,710,107	\$ 1,119,495	\$ 1,618,683,846	4,497.00	4,456.58



April 2015 Inmate Population Forecast

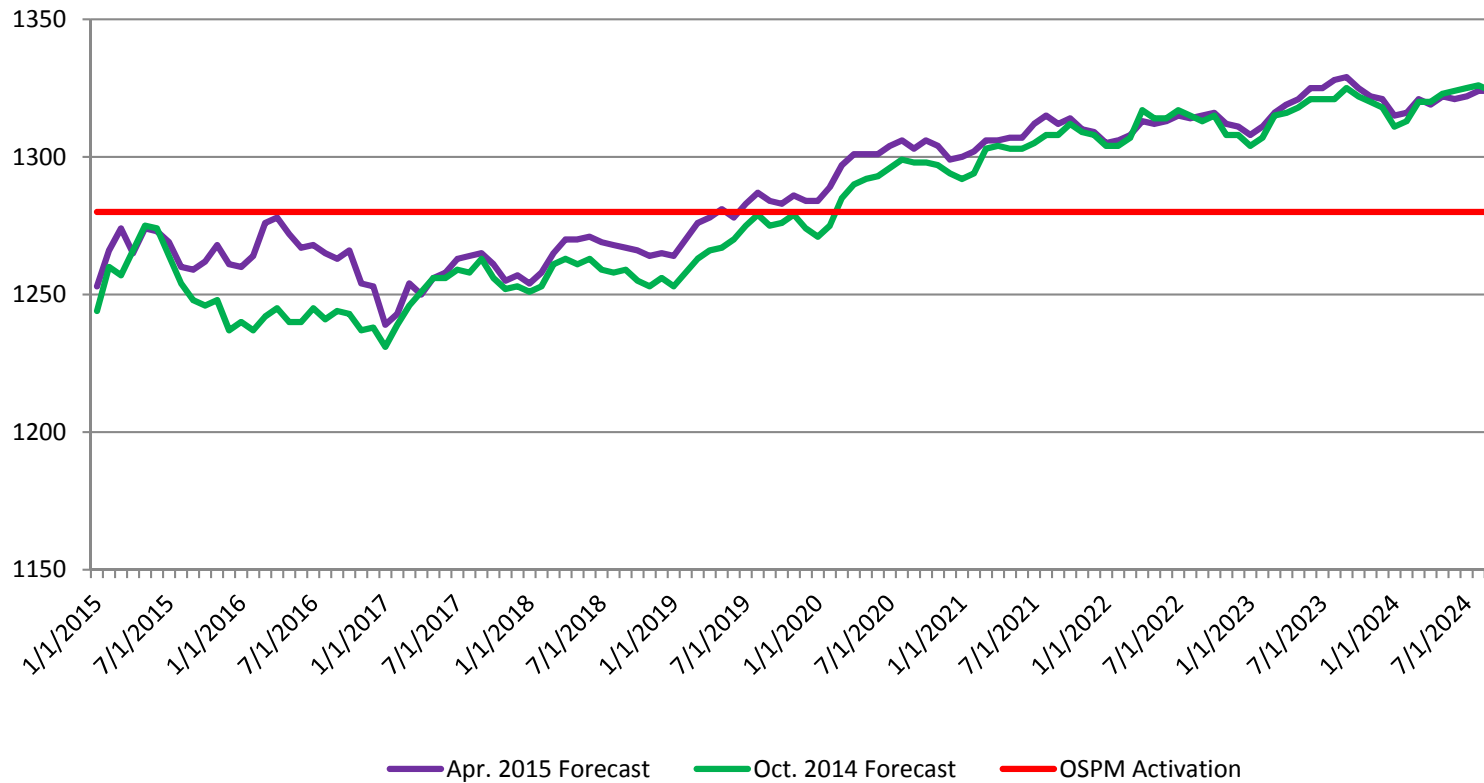
October 2014 Forecast vs. April 2015 Forecast





Addressing Female Inmate Population

Female Inmate Population April 2015 Forecast versus October 2014 Forecast





Updated Cost Avoidance

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- Based on the April 2015 forecast:
 - DOC caseload costs are \$3.0 million higher than the GBB.
 - Community Corrections caseload costs are \$3.7 million higher than the GBB.
- The estimated 2015-17 ten-year cost avoidance is \$52.7 million
 - DOC Cost Avoidance - \$61.9 million
 - Community Corrections Cost - \$9.2 million



Staff Wellness

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- Top agency initiative
- Pkg. 102
 - \$5.6 million (33 FTE) to increase the post relief factor.
 - \$11.4 million (67 FTE) for new posts based on correctional best practices.
 - \$0.2 million (1 FTE) for a centralized wellness coordinator position.
- Not included in the GBB



Looking Forward

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- Continuing CORE
- Breakthrough Initiatives
 - Staff wellness
 - Optimizing the use of special housing
 - Workforce planning
- Expanding ongoing initiatives
 - Increased family/community engagement
 - Sustainability



Appendix

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Parenting Inside Out Study – Key Findings

Parenting Inside Out Outcome Study

The Parent Child Study (PCS), a randomized controlled trial (RCT) of the effectiveness of the *Parenting Inside Out* program, was conducted from 6/2003 through 4/2008. The study was funded through a \$2.1 million grant awarded to the Oregon Social Learning Center (OSLC) from the National Institute of Mental Health of the National Institutes of Health. Additional funding central to the conduct of the study came from the Edna McConnell Clark Foundation and a prevention intervention research center grant from NIMH to OSLC and from the state of Oregon. The principal investigator on the study was Dr. J. Mark Eddy; primary co-investigators were Dr. Charles R. Martinez, Jr., Dr. Rex Newton, Dr. Bert Burraston, and Dr. John B. Reid; post-doctoral fellows were Dr. Dana Foney and Dr. Jennifer Cearley; the instructional designer was Tracy Schiffmann; and the project coordinator was Ms. Danita Herrera.

Key Study Results

- **Reduced Rearrest/criminal behavior:** At one year post release, *Parenting Inside Out* participants in the study were less likely to have been rearrested (women - 48%, men – 26%) and less likely to self-report having been involved in criminal behavior (91%).
- **Better Parental Participation:** Participants of the program reported more total family contact, were more likely to be involved in the lives of their children, were more likely to use positive reinforcement, and had lower parental stress scores than their peers who did not participate in the *Parenting Inside Out* program.
- **Better Attitude:** *Parenting Inside Out* participants showed a dramatic reductions in depression (measured by the CES-D) when compared with their control group peers. In addition, the class significantly raised their prison attitude adjustment scores as compared to the control group.
- **Reduced Substance Abuse:** Following release, participants of the program reported substantially less substance abuse (66%) than their peers who did not take *Parenting Inside Out* classes while incarcerated.
- **Child outcomes:** Differences were not found in ratings of child antisocial behavior, child depression, and positive behaviors between the children of intervention and control participants at six or twelve months.

Study Design

Inmates residing in state institutions from throughout the state of Oregon were invited to participate in the study; 453 were eligible for the intervention, and 80% ($N=359$) consented to participate in the study.

Participants were men and women residing in Oregon Department of Corrections institutions who:

- Were parents of children ages 3 to 11
- Had some role in parenting their children in the past; expected such a role in the future

Of participants, 50% were men and 41% were racial and/or ethnic minority.

Participants were randomly assigned to *Parenting Inside Out* or a services as usual control condition, blocking on sex and race/ethnicity. The program was delivered by trained and supervised coaches from an established, community-based nonprofit service agency, Pathfinders of Oregon. Participation in the program was high, as was parent satisfaction.

Participants were assessed before, during, and after the intervention period, and then followed up to one year after release from prison. Data were collected from:

- Inmate parents
- Children
- Caregivers
- Teachers of inmate's children
- Official school, court, and Oregon Department of Corrections records

Analyses were conducted based on intent-to-treat assignment, regardless of participation in the intervention. Multiple imputation procedures were used to handle missing data for missing data. STATA mixed-effects Poisson regression was used for the analyses, which is a hierarchical linear modeling (HLM) program which allows for controlling for the participant clustering by prison and cohort.

Review and Publication of Results

Results have been presented at several national and international research conferences. Study results have been accepted for publication in multiple peer reviewed journals and included in two books: Children of Incarcerated Parents: A Handbook of Researchers and Practitioners and Relationship Processes and Resilience in Children with Incarcerated Parents.

The study and its results were reviewed by SAMSHA and *Parenting Inside Out* was added to the National Registry of Evidence-based Programs and Practices (NREPP) in December 2013.