



**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**  
Valuing Employee Wellness  
Engaging Employees  
Operating Safe Prisons  
Implementing Innovative Business Practices  
Preparing Offenders for Reentry  
Partnering with Our Stakeholders

**VALUES**  
Integrity and Professionalism  
Dignity and Respect  
Safety and Wellness  
Fact Based Decision Making  
Positive Change  
Honoring Our History  
Stewardship



Oregon Department of Corrections

**The Fundamentals Map**

January 26, 2017

FOUNDATIONS

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

PROCESS OWNER

SUB PROCESSES

PROCESS MEASURES

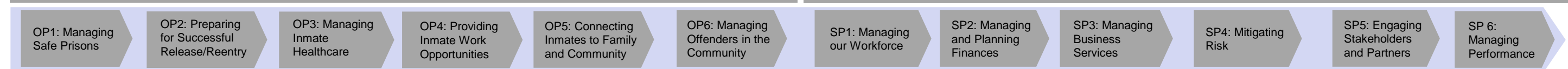
OUTCOME MEASURES

MEASURE OWNER

KEY PERFORMANCE MEASURES

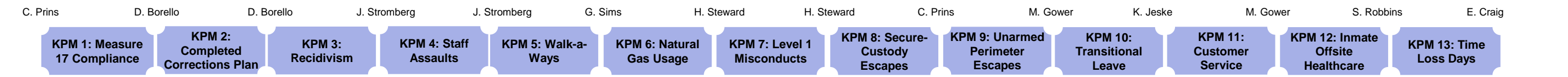
OPERATING PROCESSES

SUPPORTING PROCESSES



Process	Process Owner	Sub Processes
OP1: Managing Safe Prisons	M. Gower	<ol style="list-style-type: none"> <li>Maintaining secure custody/control</li> <li>Maintaining safety of staff, inmates and others</li> <li>Providing basic needs for inmates</li> <li>Transporting inmates</li> <li>Utilizing staff resources</li> <li>Managing PREA policy and awareness</li> <li>Managing emergency preparedness</li> <li>Role modeling, redirecting and reinforcing pro-social behavior</li> <li>Providing adequate training for staff, inmates and others</li> <li>Ensuring adherence to directives for staff, inmates and others</li> </ol>
OP2: Preparing for Successful Release/Reentry	H. Steward	<ol style="list-style-type: none"> <li>Assessing inmate risks and needs</li> <li>Computing sentences</li> <li>Determining appropriate housing for successful case management</li> <li>Developing, managing and adjusting case plans</li> <li>Providing treatment</li> <li>Providing educational and vocational programs</li> <li>Providing spiritual programs and services</li> <li>Providing pro-social programs and opportunities</li> <li>Managing transition and reentry</li> <li>Planning for and releasing from custody</li> </ol>
OP3: Managing Inmate Healthcare	J. DaFoe	<ol style="list-style-type: none"> <li>Providing intake health care</li> <li>Providing ongoing mental health care</li> <li>Providing ongoing medical care</li> <li>Providing ongoing dental care</li> <li>Managing and coordinating offsite care</li> <li>Supporting health care operations</li> <li>Managing the purchase/distribution of medication and supplies</li> <li>Providing health promotion opportunities</li> </ol>
OP4: Providing Inmate Work Opportunities	K. Jeske	<ol style="list-style-type: none"> <li>Evaluating inmates upon entry for job readiness</li> <li>Providing job readiness skills, resources and supportive services</li> <li>Providing work experiences</li> <li>Developing partnerships with community and business leaders</li> <li>Connecting inmates to available community work resources</li> <li>Working collaboratively with Community Corrections staff for reentry services</li> </ol>
OP5: Connecting Inmates to Family and Community	H. Steward	<ol style="list-style-type: none"> <li>Recruiting and managing volunteers</li> <li>Providing opportunities for visitation</li> <li>Providing and managing systems for inmate communication</li> <li>Providing opportunities for mentoring contacts</li> <li>Promoting pro-social supports and connecting to community resources throughout incarceration</li> <li>Expanding enhanced family and community visits</li> <li>Expanding access to outside vocational and educational partners</li> <li>Providing information to families to help navigate through an inmate's incarceration</li> </ol>
OP6: Managing Offenders in the Community	J. Stromberg	<ol style="list-style-type: none"> <li>Assessing risk, need and responsivity</li> <li>Developing and managing case plans</li> <li>Prioritizing supervision strategies</li> <li>Referring to appropriate programs</li> <li>Maintaining contact in the community</li> <li>Using appropriate interventions to motivate and hold accountable</li> <li>Managing the Interstate Compact for Adult Offender Supervision</li> </ol>
SP1: Managing our Workforce	D. Borello	<ol style="list-style-type: none"> <li>Recruiting and hiring motivated staff</li> <li>Providing training opportunities for professional development</li> <li>Supporting staff wellness</li> <li>Evaluating and responding to employee needs</li> <li>Advancing employee succession and promotion</li> <li>Negotiating and managing collective bargaining agreements</li> <li>Encouraging a culture of inclusion</li> <li>Retaining Qualified Staff</li> </ol>
SP2: Managing and Planning Finances	S. Robbins	<ol style="list-style-type: none"> <li>Managing financial transactions</li> <li>Managing resources</li> <li>Providing financial information</li> <li>Acquiring and aligning resources</li> <li>Ensuring financial regulatory compliance</li> <li>Managing contracts</li> </ol>
SP3: Managing Business Services	D. Borello	<ol style="list-style-type: none"> <li>Providing IT and communication services</li> <li>Managing real property</li> <li>Managing warehouse operations and logistics</li> <li>Providing inmate goods</li> <li>Managing environmental impact and sustainability</li> </ol>
SP4: Mitigating Risk	C. Prins	<ol style="list-style-type: none"> <li>Conducting risk assessments</li> <li>Investigating complaints</li> <li>Managing security threats</li> <li>Protecting due process rights</li> <li>Developing and sharing intelligence</li> <li>Managing rules and policies</li> <li>Preventing and responding to sexual assaults/ harassment</li> <li>Managing litigation and reducing liability</li> <li>Maintaining data integrity</li> <li>Conducting audits and addressing deficiencies</li> </ol>
SP5: Engaging Stakeholders and Partners	E. Craig	<ol style="list-style-type: none"> <li>Communicating with employees</li> <li>Managing media relations</li> <li>Cultivating stakeholder relationships</li> <li>Promoting positive correctional outcomes</li> <li>Responding to public records requests</li> <li>Participating in councils and committees</li> <li>Partnering with local communities</li> </ol>
SP6: Managing Performance	G. Raney-Eatherly	<ol style="list-style-type: none"> <li>Aligning Agency Strategies</li> <li>Utilizing Data and Research</li> <li>Reviewing Performance</li> <li>Improving Processes</li> <li>Managing Projects</li> <li>Supporting Change</li> </ol>

Process	Process Owner	Process Measures
OP1	M. Gower	<ol style="list-style-type: none"> <li>Inmate group disturbances</li> <li>Inmate grievance or discrimination complaints</li> <li>Inmate misconduct</li> <li>Inmate assaults</li> </ol>
OP2	H. Steward	<ol style="list-style-type: none"> <li>Education</li> <li>Treatment</li> <li>Behavioral Change Programs</li> <li>Housing at release</li> <li>Birth certificates and social security cards</li> <li>Work assignment history</li> </ol>
OP3	J. DaFoe	<ol style="list-style-type: none"> <li>Offsite medical health care</li> <li>Continuous Quality Improvement (CQI)</li> <li>BHS coordination of care management</li> <li>Chronic Disease Management</li> <li>Parole/release medications</li> </ol>
OP4	K. Jeske	<ol style="list-style-type: none"> <li>Providing DOC work experiences</li> <li>Providing OCE work experiences</li> <li>Providing work experiences for inmates</li> <li>Providing community work experiences</li> <li>Providing job readiness skills, resources and supportive services</li> </ol>
OP5	H. Steward	<ol style="list-style-type: none"> <li>Volunteers</li> <li>Inmate family and community connections within (1) year of release</li> <li>All inmate family and community connections</li> </ol>
OP6	J. Stromberg	<ol style="list-style-type: none"> <li>Assessments, Linn and Douglas</li> <li>Case plans, Linn and Douglas</li> <li>Employment, Statewide</li> <li>Restitution collection, Linn and Douglas</li> </ol>
SP1	D. Borello	<ol style="list-style-type: none"> <li>Wellness activities</li> <li>Hiring (Trial Service)</li> <li>Annual training</li> <li>Labor relations</li> <li>Recruiting Correctional Officers</li> <li>Recruiting non-security staff</li> <li>Security Staff turn-over</li> <li>Non-security staff turn-over</li> </ol>
SP2	S. Robbins	<ol style="list-style-type: none"> <li>Number of payroll overpayments</li> <li>Amount of payroll overpayments</li> <li>Payroll special checks generated</li> <li>Cost of payroll special checks</li> <li>SPOTS errors</li> <li>TED's errors</li> </ol>
SP3	D. Borello	<ol style="list-style-type: none"> <li>BTU usage</li> <li>IT service response time</li> <li>Work order efficiency</li> <li>Solid waste</li> <li>Canteen sales</li> <li>Canteen net income</li> <li>Water usage</li> <li>Cost per day per inmate</li> </ol>
SP4	C. Prins	<ol style="list-style-type: none"> <li>Litigated tort claims ratio (Inmate)</li> <li>Tort claims (Inmate)</li> <li>Litigation Tort claim costs (Inmate)</li> <li>PREA audits</li> <li>Security audits</li> <li>Internal audits</li> <li>Reviewed and updated rules</li> <li>Reviewed and updated policies</li> </ol>
SP5	E. Craig	<ol style="list-style-type: none"> <li>News coverage</li> <li>Legislative requests</li> <li>DOC general information inquiries</li> <li>Employee communication requests</li> </ol>
SP6	G. Raney-Eatherly	<ol style="list-style-type: none"> <li>Range and targets</li> <li>Process measures</li> <li>Outcome measures</li> <li>Project effectiveness</li> </ol>



# Oregon Department of Corrections

## Shared Vision

We serve our communities and protect the public by:

### **Valuing Employee Wellness**

Employee wellness is supported at every level. We continuously encourage a high standard of overall health. A balance between work and personal life is maintained.

These values are reflected in our practices.

### **Engaging Employees**

We work in a culture of respect and diversity, and our team communicates positively and openly. We are dedicated, empowered, supported, and have built a strong organization.

### **Operating Safe Facilities**

We are innovative leaders who take pride in the work we do and the service we provide. We use proven practices to encourage and maintain a positive, safe, and healthy workplace.

### **Implementing Innovative Business Practices**

We are a dynamic organization that is data-driven and achieves outcomes using innovation, evidence-based practices, and progressive technologies.

### **Preparing Offenders for Reentry**

We provide meaningful work experiences, education, programs, and opportunities for offenders to develop pro-social life skills to become productive citizens. We continue to lower the recidivism rate. We recognize offenders can change. We promote healthy relationships that play an important role in an offender's incarceration, successful reentry, and community supervision.

### **Partnering with Our Stakeholders**

We build relationships with our stakeholders by fostering communication through an open exchange of information. We work together to return offenders as law-abiding, productive community members, and to reduce future victimization.

This vision supports our mission and is how we will be known.



# DESTINATION 2026

PUBLIC SAFETY EMPLOYER OF CHOICE • INNOVATIVE EMPLOYEES TRANSFORMING LIVES



**PRIDE**  
PEOPLE & SKILLS



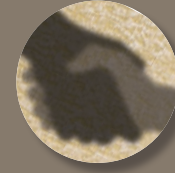
**STRENGTH**  
EMPLOYEE WELLNESS



**RESPECT**  
CULTURE



**PROTECT**  
CORRECTIONS OUTCOMES



**SERVE**  
RE-ENTRY & SUPERVISION

## 10 YEARS

### WHAT WILL SUCCESS LOOK LIKE?

- Staff are proud to work for the agency.
- The public values the work of corrections professionals.
- We attract and retain a diverse workforce of the best and the brightest with a passion for corrections.
- World class training from hire to retire.
- Employees actively engage in the work of the agency.

- Employees are able to utilize accrued leave.
- Staff are healthy in all eight dimensions of wellness.
- Life expectancy mirrors the rest of the country.
- Wellness resources are consistently available agency-wide.
- Employees effectively manage stressors.
- Mandatory OT is reduced by 50%.

- We value employees and families.
- Asking for help is seen as a sign of strength.
- We treat each other with respect.
- We role model, reinforce, and re-direct with those in custody and on supervision.
- We use every interaction as an opportunity for positive change.

- Safe and secure workplaces.
- AICs in right bed at right time.
- No new victims are created.
- Funding meets agency needs.
- Modern tools and technology in place.

- Individuals meet goals of their case plan; gain the skills to transition out of the corrections system.
- Evidence-based programs meet criminogenic needs.
- Individuals pay toward court-ordered victim restitution.

## 4 YEARS

### WHAT HAS TO HAPPEN TO REACH THE DESTINATION?

- Attract and retain a diverse workforce of the best and brightest

- Employees model wellness in all eight dimensions
- Mandatory OT is reduced

- Managers model and support a respectful environment

- AIC housing matches needs
- Technology is enhanced
- Agency is prepared for emergencies and natural disasters

- Programs and work opportunities are effective
- AICs pay toward court-ordered restitution

### HOW WILL WE MEASURE ACHIEVEMENT OF THE 4-YEAR GOALS?

- 100% of current managers have completed management training
- 100% of identified managers have completed leadership training

- Baseline wellness data collected
- Employees educated on eight dimensions of wellness
- Wellness resources expanded towards all eight dimensions
- Mandatory OT reduced by 20%
- Wellness funding secured

- 50% of employees respond favorably to survey questions regarding culture
- Manager effectiveness assessments implemented

- 50% of inmates are in the right bed at the right time
- Technology funding secured
- All staff are trained on EP protocols and planning for the home

- Programs and work opportunities offered meet effectiveness criteria
- Restitution policy in place

### WHAT STRATEGIC INITIATIVES WILL WE CONDUCT TO ACHIEVE THE 4-YEAR GOALS?

- Brand Creation
- Marketing the Brand
- Management Development Roadmap
- Developing Managers
- Developing Leaders Breakthrough
- Workforce Planning Breakthrough
- Talent Strategy

- Wellness Breakthrough #1 – Physical and Emotional Wellness
- Employee Attendance Policy
- Wellness Breakthrough #2 – Additional Dimensions of Wellness
- Statewide Overtime Reduction Strategy

- Gather Data About Culture
- Performance Evaluation

- Inmate Needs Compiled
- Institution Master Plan
- Identify Goals for Right Bed at Right Time
- CCM Enhancement
- Optimizing Special Housing Beds
- Central Data Management
- Electronic Health Records and Thin Client
- Business Case and RFP for CIS
- EP Protocols and Training

- Inmate Financial Accountability Workgroup
- Program Evaluation Automation
- Service Matching
- Work Opportunity Evaluation
- Technology For Restitution

4-YEAR GOALS

4-YEAR OBJECTIVES

4-YEAR STRATEGIES

## **Proposed Technology and Capital Construction Projects**

### **POP 104 – Technology Infrastructure**

In its Agency Request Budget, the Department of Corrections (DOC) requested funding for the following key areas of technology infrastructure:

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

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

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

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

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

CIS was originally built in 1990, written as a COBOL application and has evolved into complex, disparate applications. This strategy served DOC in developing the automation needed to help the agency meet its business goals and strategic objectives. Many of the business area modules of the application have been in continuous use since 1990. Many of the modules have been modified to meet business or legislative changes. However, some modules have grown and changed dramatically as laws have changed and parts of the application have become difficult to modify in order to meet these changes. The need to replace elements of DOC's CIS was recognized in the late 1990s (part of DOC Y2K project) during an analysis of the "Sentence Calculator," one of the key elements of the CIS.

A 2004-05 feasibility study looked at the major industry of Offender Management Systems available and evaluated their ability to replace the existing CIS. The feasibility study showed

vendor products at that time would have to be modified significantly to meet DOC's needs. Significant customization was deemed cost prohibitive for DOC, so the decision to undertake a project to re-write the existing system, using internal resources, was made.

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

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

In January 2008, DOC contacted all three vendors and requested high level planning and implementation budget estimates. All three vendors provided responses that were in the \$12-15 million price range. Additionally, DOC contacted more than 20 states who had recently implemented corrections systems. Those contacted reported implementation costs between \$5 and \$20 million.

In February 2008, faced with the lower cost, better ability to meet DOC's needs, and a much faster implementation schedule than custom construction, the project team and steering committee decided to recommend to the DOC Executive Team that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March 2008, the DOC Executive Team decided to adopt the "Buy" recommendation, and directed the team to refocus on planning activities for the 2009-11 biennium. During contract negotiations, issues prevented procurement and the project ended. The system has not been improved in the intervening years, and this assessment will provide clarity in how to move forward from current-state.

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

Package 104 also requested funding for desktop and laptop devices that are not in compliance with the DOC planned five-year lifecycle. As business services are increasing at a rapid pace, so are the demand for new systems and software with a dependency on desktop and laptop replacements. Without such funding the hardware environment cannot be transformed and meet compatibility requirements, which will result in 1) potential security vulnerabilities and 2) have a direct impact on the agency's operations.

The agency has adopted a five-year lifecycle replacement policy for desktops and laptops that are used on the agency's network. Purchases for desktops and laptops have been typically

internally funded by each unit at a facility. Due to budgetary challenges, this practice was not sufficient to maintain a lifecycle replacement plan. If the desktops and laptops are not updated, 86 percent of DOC's computing fleet will be older than five years and out of lifecycle in the 2019-21 biennium.

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

This request in addition supports the following:

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

### ***Item 3: VOIP Installation and Operation***

The Department of Administrative Services (DAS) has entered into an agreement with International Business Machines Corporation (IBM) on behalf of DOC. This is a mandatory services contract for all state agencies. This agreement will transition the state out of the telephone business and convert all on-site Legacy Telephone Systems to a centralized Voice Over Internet Protocol model (VOIP).

DOC will need to upgrade a large percentage of its current infrastructure to support VOIP. In some cases this upgrade will have to be accomplished in buildings that range in age from 20 to 150 years old, incurring significant costs for new conduit and wire installation and abatement of asbestos-containing building materials. This planned solution will result in direct billing for telephone services to the agency and an increase in monthly telephone charges.

### ***Item 4: Upgrade TAG Central Trust System***

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

The proposal is to move the current software from its current version up three generations to the most current, stable version. The current version used by DOC was installed in 1999 and has not had any major changes since 2002. Instability related to PC operating system advances, server operating system restrictions, and hardware advancements have restricted peak operational ability, created processing issues, and created operational vulnerability with activities such as check printing. The upgrade would eliminate the restrictions, stabilize operations, eliminate vulnerability from a hardware and software standpoint, and add certain operational functions. Bringing the software to the most recent stable version also makes an upgrade to the next generation of the software easier. The next generation will have significantly greater hardware and software flexibility resulting in enhanced operational capability and lower operational cost.

### ***Governor's Budget***

- Item 1: The request of \$1,602,598 was not included in the Governor's Balanced Budget.
- Item 2: The request of \$3,546,612 was not included in the Governor's Balanced Budget.
- Item 3: The request for one-time funding for VOIP Installation and Operation at a cost of \$12,200,000 was included in the Governor's Balanced Budget.
- Item 4: The request for one-time funding for the TAG Central Trust System at a cost of \$500,000 was included in the Governor's Balanced Budget.

### **POP 105 – Capital Improvement and Renewal**

DOC requested funding for three Capital Improvement and Renewal items:

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

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

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

DOC is requesting only a portion of the estimated \$212.9 M to address the most critical items listed by Faithful & Gould. DOC plans to execute work in the following eight categories; building

envelope, electrical systems, water systems, roofs, heating ventilation and air conditioning (HVAC), surveillance systems, fire systems, and professional services. This request will also include funding for additional limited duration staffing to supplement our existing facilities staff in managing this increased workload that these projects will produce. This funding supports DOC's need to protect 5.45 million square feet of publicly owned space. The request also supports DOC's vision to operate safe facilities and key performance measures on our agency scorecard. A component of this is the need to shift the maintenance and repair budget, traditionally covered by bonds as Other Funds revenue, to General Fund at the request of DAS Capital Finance.

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

On March 12, 2014, the Oregon State Fire Marshal issued a Notice of Order of Correction to DOC that requires all DOC facilities to have their fire systems tested and inspected under the supervision of a responsible and qualified person (OFC 2010, Section 107.3).

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

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

### ***Item 3: Transport Buses***

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

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



- Coordination of new intakes from county facilities.

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

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

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

DOC's three mini-trucks only allow for one inmate to be separated out of the 18 seats on the vehicle, and separation reduces the total number of seats to 13. When possible, Transport attempts not to use these vehicles to transport segregation, IMU, or certain identified mental health inmates due to documented incidents of inmate assaults in these vehicles. This creates the need to schedule special trips for these inmates or divert them to other scheduled trips. Many special trips are done in transport vans. If a situation occurs on a van where it is not reasonable to get to a secured law enforcement or state facility, inmates likely will have to be removed from the van on the side of the road, or wherever staff can pull the vehicle over safely. This only allows for one staff member to attend the inmates outside the van and the other staff member to deal with the situation inside the vehicle. Sedans, equipped with caging and radios, are leased from the State Motor pool. These vehicles are used to transport inmates to medical appointments, court appearances, and other local trips. DOC has leased additional unfunded vehicles to accommodate an increased number of local trips.

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

### **Governor's Budget**

- Item 1: The request for one-time funding for Faithful and Gould Assessment related projects at a cost of \$123,645,097 was modified in the Governor's Balanced Budget to \$31,293,534. The table below reflects the assumed DOC projects given the modified budgeted amount.

	<b>ARB</b>	<b>GBB</b>
Building Envelope	\$ 3,514,291	\$0
Electrical Systems	\$ 7,122,410	\$0
Water Systems	\$ 13,657,850	\$0
Roofs	\$ 26,569,863	\$12,331,462
HVAC	\$ 42,538,747	\$12,190,323
Surveillance Systems/Envelope	\$ 10,452,295	\$3,926,882
Fire Systems	\$ 9,468,894	\$0
Staffing (LD positions & escorts )	\$ 10,320,747	\$2,844,867
Total	\$123,645,097	\$31,293,534

Also removed from this package was the approximately \$15 million General Fund request for permanent funding to address maintenance and repairs to all facilities state-wide. Maintenance and repairs, items that cannot be capitalized, have traditionally been funded by Other Funds revenue. DAS Capital Finance has put an end to that practice, but it leaves the agency with no permanent funding source to manage routine and unexpected repairs to buildings and systems.

- Item 2: The request of \$2,385,131 was not included in the Governor's Balanced Budget.
- Item 3: The request for permanent funding for three leased vans and necessary caging and radio equipment for local trips was eliminated (\$51,375). The request for funding to install a restraint chair in one of the MCI buses was eliminated (\$2,500). Total included in the Governor's Budget is \$700,000.

### **POP 108 – Technology Initiatives**

The Department of Corrections (DOC) is requesting funding for several technology initiatives in this package.

#### ***Item 1: Electronic Health Records***

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

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

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

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

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

### ***Item 2: Agency Intranet***

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

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

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

DOC is requesting a Warehouse Management System (WMS) that can be integrated with the agency's current operating and accounting system (JD Edwards AFAMIS). A WMS is an integral part of modern warehousing businesses. Barcodes and their associated equipment technology

used for scanning and system reports are essential for all stages of warehousing operations. The use of barcodes accurately identifies product description, location, inventory quantity, product dating and receiving date, and can be used to track and locate orders in process during order filling and transport of products. This process allows for more efficient methods of storing and transporting of products. As a software-driven system, this allows for real-time data capture, automation and printing technologies into the warehouse business infrastructure.

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

### **Governor's Budget**

- Item 1: The request for one-time funding for Electronic Health Records at a cost of \$1,700,800 was not included in the Governor's Balanced Budget, with the understanding that as thresholds in the Stage Gate process are met, the agency will approach the Interim Joint Committee on Ways and Means or Emergency Board for the next phase of funding.
- Item 2: The request for one-time funding for Agency Intranet at a cost of \$1,858,500 was not included in the Governor's Balanced Budget.
- Item 3: The request for one-time funding for the Warehouse Management System at a cost of \$627,461 was not included in the Governor's Balanced Budget.

**Office of the Secretary of State**

Jeanne P. Atkins  
Secretary of State

Robert Taylor  
Deputy Secretary of State



**Audits Division**

Gary Blackmer  
Director

255 Capitol St. NE, Suite 500  
Salem, OR 97310

(503) 986-2255

December 2, 2015

Colette Peters, Director  
Department of Corrections  
2575 Center St. NE  
Salem, OR 97301-4667

Dear Ms. Peters

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2015. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2015, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

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The purpose of this letter is solely to describe the scope of our testing of internal control and the result of that testing, and not to provide an opinion on the effectiveness of the department's internal control. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the department's internal control. Accordingly, this letter is not suitable for any other purpose.

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Geoff Hill or Kelly Olson at (503) 986-2255.

Sincerely,

*Office of the Secretary of State, Audits Division*

cc: Kim Brockamp, Deputy Director  
Daryl Borello, General Services Assistant Director  
Adrienne O'Connor, Audits Administrator  
George Naughton, Interim Director, Department of Administrative Services

## BIENNIUM RECLASS REPORT 2013/2015

AGENCY	PA_CDE	PA_Desc	New_CLASS	New_Class Name	BASE_RATE	EMP_NO	Previous_Class	Previous Class Name	Previous_Base	EFF_DTE
25500	361	Employee Reclassification Upward	X0833	Supervisory Exec. Assistant	\$4,221.00	OR0169002	C0107	Administrative Specialist 2	\$3,739.00	01-Jan-14
29100	361	Employee Reclassification Upward	C0107	Administrative Specialist 1	\$3,917.00	OR0014128	C0104	Office Specialist 2	\$3,739.00	01-Aug-14
29100	361	Employee Reclassification Upward	C0108	Administrative Specialist 2	\$4,275.00	OR0039798	C0107	Administrative Specialist 2	\$4,088.00	01-Apr-14
29100	361	Employee Reclassification Upward	C1245	Fiscal Analyst 3	\$6,848.00	OR0177013	C1244	Fiscal Analyst 2	\$6,534.00	01-Jul-14
29100	361	Employee Reclassification Upward	C1245	Fiscal Analyst 3	\$6,848.00	OR0132109	C1244	Fiscal Analyst 2	\$6,534.00	01-Jul-14
29100	361	Employee Reclassification Upward	C4034	Facility Energy Technician 3	\$4,803.00	OR0201835	C4033	Facility Energy Technician 2	\$4,803.00	28-May-15
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,407.00	OR0111440	C6385	Pharmacy Technician 1	\$3,256.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,407.00	OR0208512	C6385	Pharmacy Technician 1	\$3,256.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$2,978.00	OR0207668	C6385	Pharmacy Technician 1	\$2,850.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$2,731.00	OR0200769	C6385	Pharmacy Technician 1	\$2,627.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,111.00	OR0118862	C6385	Pharmacy Technician 1	\$2,978.00	01-Feb-14

## BIENNIUM RECLASS REPORT 2013/2015

AGENCY	PA_CDE	PA_Desc	New_CLASS	New_Class Name	BASE_RATE	EMP_NO	Previous_Class	Previous Class Name	Previous_Base	EFF_DTE
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,407.00	OR0125109	C6385	Pharmacy Technician 1	\$3,256.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$2,731.00	OR0207112	C6385	Pharmacy Technician 1	\$2,627.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,407.00	OR0123351	C6385	Pharmacy Technician 1	\$3,256.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$2,731.00	OR0207406	C6385	Pharmacy Technician 1	\$2,627.00	01-Feb-14
29100	361	Employee Reclassification Upward	C6386	Pharmacy Technician 2	\$3,407.00	OR0078890	C6385	Pharmacy Technician 1	\$3,256.00	01-Feb-14
29100	361	Employee Reclassification Upward	X0862	Program Analyst 3	\$6,046.00	OR0089593	X0861	Program Analyst 2	\$5,764.00	01-Apr-15
29100	361	Employee Reclassification Upward	X5618	Internal Auditor 3	\$6,046.00	OR0139257	X5617	Internal Auditor 2	\$5,764.00	01-Dec-14
29100	361	Employee Reclassification Upward	X7002	Principal Executive/ Manager B	\$5,651.00	OR0141788	X7000	Principal Executive/Manager A	\$5,128.00	01-Apr-14
29100	361	Employee Reclassification Upward	X7002	Principal Executive/ Manager B	\$5,651.00	OR0099366	X7000	Principal Executive/Manager A	\$5,128.00	01-Apr-14
29100	361	Employee Reclassification Upward	X7006	Principal Executive/ Manager D	\$6,861.00	OR0062083	X7004	Principal Executive/Manager C	\$6,226.00	01-Apr-14
29100	361	Employee Reclassification Upward	X7006	Principal Executive/ Manager D	\$6,861.00	OR0125338	X7004	Principal Executive/Manager C	\$6,226.00	25-Mar-14



## BIENNIUM RECLASS REPORT 2013/2015

AGENCY	PA_CDE	PA_Desc	New_CLASS	New_Class Name	BASE_RATE	EMP_NO	Previous_Class	Previous Class Name	Previous_Base	EFF_DTE
29100	361	Employee Reclassification Upward	C0104	Office Specialist 2	\$2,786.00	OR0183324	C0103	Office Specialist 1	\$2,627.00	01-Sep-14
29100	361	Employee Reclassification Upward	C0861	Program Analyst 2	\$5,944.00	OR0093779	C6777	Correctional Sergeant	\$5,324.00	05-Jun-14
29100	361	Employee Reclassification Upward	C1245	Fiscal Analyst 3	\$6,534.00	OR0107719	C1244	Fiscal Analyst 2	\$6,233.00	01-Jul-14
29100	361	Employee Reclassification Upward	C1486	Information Systems Spec. 6	\$6,237.00	OR0026858	C1485	Information Systems Spec. 5	\$6,110.00	01-Oct-14
29100	361	Employee Reclassification Upward	C1488	Information Systems Spec. 8	\$7,544.00	OR0029583	C1487	Information Systems Spec. 7	\$7,248.00	01-Oct-14
29100	361	Employee Reclassification Upward	C4009	Electrician 3	\$6,848.00	OR0178120	C4008	Electrician 2	\$6,233.00	01-Jun-14
29100	361	Employee Reclassification Upward	C4014	Facility Operation Specialist 1	\$4,170.00	OR0200566	C4012	Facility Maintenance Specialist	\$3,565.00	01-Sep-14
29100	361	Employee Reclassification Upward	C0104	Office Specialist 2	\$2,987.00	OR0160794	C0103	Office Specialist 1	\$2,854.00	01-Jul-14
29100	361	Employee Reclassification Upward	C0118	Executive Support Specialist 1	\$4,028.00	OR0074366	C0211	Accounting Tech 2	\$4,028.00	04-Nov-13
29100	361	Employee Reclassification Upward	C0437	Procurement and Contract Specialist 2	\$4,803.00	OR0179618	C0436	Procurement and Contract Specialist 1	\$4,361.00	01-Dec-14
29100	361	Employee Reclassification Upward			\$3,858.00	OR0188761	C6775	Correctional Officer	\$3,380.00	01-Jul-13

## BIENNIUM RECLASS REPORT 2013/2015

AGENCY	PA_CDE	PA_Desc	New_CLASS	New_Class Name	BASE_RATE	EMP_NO	Previous_Class	Previous Class Name	Previous_Base	EFF_DTE
		32	DOC	Monthly Annual	<b>\$150,863.00</b> \$1,810,356.00			Monthly Annual	<b>\$141,866.00</b> \$1,702,392.00	
						Monthly Annual	<b>5.96%</b>			
		1	PAROLE	Monthly Annual	<b>\$4,221.00</b> \$50,652.00		<b>11.42%</b>	Monthly Annual	<b>\$3,739.00</b> \$44,868.00	

**PROGRAM PRIORITIZATION FOR 2017-19 CSL**

Agency Name:		Oregon Department of Corrections																		Agency Number:		29100	
2017-19 Biennium		Agency-Wide Priorities for 2017-19 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	578,235,869	-	-	-	-	\$ 578,235,869	2,619	2,600.70	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	2	DOC	IFS	Institution Food Service	4,7	5	60,139,293	1,133,747	-	-	-	61,273,040	147	146.51	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			
3	1	DOC	IMED	Inmate Medical Services	12	5	158,058,410	667,029	-	3,353,513	-	162,078,952	368	356.04	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation			
4	4	DOC	PP	Institution Physical Plant	0	5	91,879,990	30,624	-	-	-	91,910,614	197	197.00	N	Y	C,S,FM	Oregon Constitution Art I Sec 16; ORS 423.020 (d)	Clean, safe institutions	Extraordinary medical inflation			
5	2	DOC	BHS	Behavioral Health Services	0	5	41,983,828	-	-	-	-	41,983,828	136	132.76	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation			
6	2	DOC	OISC	Offender Information Sentence Computation	11	5	13,749,996	-	-	-	-	13,749,996	72	71.08	N	N	S	ORS 137.320; ORS 137.750; ORS 137.751	Authorizes execution of sentencing judgments; Authorizes earned time for inmates who are statutorily eligible and participate in programs	Standard inflation			
7	3	DOC	PHARM	Pharmacy	0	5	50,370,686	-	-	-	-	50,370,686	26	26.00	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation			
8	3	DOC	LL	Institution Legal Library	0	5	2,707,435	-	-	-	-	2,707,435	14	14.00	N	Y	FM		Right to challenge the conditions of confinement and details of conviction	Standard inflation & forecast caseload impacts			
9	5	DOC	INTAKE	Intake & Assessment	1,2,10	5	5,075,698	-	-	-	-	5,075,698	23	23.00	N	N	0			Standard inflation			
10	4	DOC	DENT	Inmate Dental Services	0	5	17,372,579	-	-	-	-	17,372,579	60	55.78	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation			
11	11	DOC	OPS- Admin	Administration - Statewide	0	5	4,998,473	1,988,683	-	-	-	6,987,156	11	8.45	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			
12	9	DOC	IAS	Institution Administration & Support	0	5	31,827,386	328,698	-	-	-	32,156,084	142	142.00	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			
13	1	DOC	CCG	Grants to Counties	3	5	245,809,984	747,677	-	-	-	246,557,661	-	-	N	Y	S	ORS 423.505		Standard inflation & forecast caseload impacts			
14	2	DOC	CCG	Opt-Out Counties	3	5	22,576,642	1,692,056	-	-	-	24,268,698	60	60.00	N	Y	S	ORS 423.505		Standard inflation & forecast caseload impacts			
15	5	DOC	TPT	Operations Security Admin - Inmate Transport - Statewide	0	5	17,303,519	76,860	-	-	-	17,380,379	74	72.26	Y	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			
16	3	DOC	OPM	Office of Population Management	2,3,5,7,8,9	5	2,239,030	-	-	-	-	2,239,030	8	8.00	N	N	S	ORS 181.800-801	Mandates sex offender assessment prior to release	Standard inflation			
17	10	DOC	OPS-CS	Central Services	0	5	1,226,725	939,883	-	-	-	2,166,608	3	3.00	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			
18	3	DOC	CCG	Comm Corrections Admin	3	5	21,946,276	4,547,394	-	-	-	26,493,670	9	9.33	N	Y	S	ORS 423.505		Standard inflation			
19	6	DOC	ISS	Institution Rehabilitation Services (Counseling)	10	5	27,226,022	-	-	-	-	27,226,022	118	117.49	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			
20	6	DOC	ADED	Education, Training & Treatment	2,3,10	5	22,524,659	3,140,367	-	-	-	25,665,026	7	7.00	N	Y	C,S			Standard inflation			
21	7	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	3,073,560	11,086,899	-	-	-	14,160,459	32	31.58	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			
22	4	DOC	TR	Reentry and Release	3,10,11	5	8,978,526	47,931	-	-	-	9,026,457	33	32.11	N	N	S			Standard inflation			
23	1	DOC	OMR	Offender Management & Rehabilitation Admin	2,3,10,11	5	1,472,028	235,193	-	-	-	1,707,221	3	3.00	N	N	0			Standard inflation			
24	7	DOC	RS	Religious Services & Restorative Justice	10	5	6,876,092	897,912	-	-	-	7,774,004	29	29.00	N	N	FM	Religious Land Use and Institutionalized Persons Act of 2000	Provide access to religious activities	Standard inflation			

**PROGRAM PRIORITIZATION FOR 2017-19 CSL**

Agency Name:		Oregon Department of Corrections																		Agency Number:		29100	
2017-19 Biennium		Agency-Wide Priorities for 2017-19 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	8	DOC	InS	Program Services	1,2,3,10	5	10,777,231	5,235,350	-	-	-	16,012,581	24	24.00	N	N	0			Standard inflation			
26	8	DOC	ACT	Institution Inmate Activities	4,7	5	4,443,751	-	-	-	4,443,751	24	23.71	N	Y	C,S,FM	Oregon Constitution Article I Sec 16; ORS 423.020 1 (d); Case law based on the 8th.	Access to exercise	Standard inflation & forecast caseload impacts				
27	10	DOC	OBUS	Policy Business Services & Process Improvement	0	5	668,848	-	-	-	668,848	3	3.00	Y	Y	0			Standard inflation				
28	4	DOC	CCG	Interstate Compact	3	5	1,112,010	22,852	-	-	1,134,862	5	5.00	N	N	S, FM	ORS 423.505		Standard inflation				
29	1	DOC	CI	Capital Improvements	0	5	2,824,471	-	-	-	2,824,471	-	-	N	N				Standard inflation				
30	9	DOC	ICA	Inmate & Community Advocacy	1,3,8,9,10,11,12	5	497,960	-	-	-	497,960	2	2.00	N	N	FM			Standard inflation				
	NR	DOC	DO	Director's Office	0	5	1,650,117	85,449	-	-	1,735,566	4	4.00	N	N				Standard inflation				
	NR	DOC	IA	Internal Audit	0	5	791,731	-	-	-	791,731	3	3.00	N	N				Standard inflation				
	NR	DOC	AO	Agency-wide Overhead	0	5	53,833,002	346,238	-	464,376	54,643,616	-	-	N	N				Pricelist growth				
	NR	DOC	RO	Research & Projects Office	0	5	2,761,300	-	-	-	2,761,300	10	10.00	N	N				Standard inflation				
	NR	DOC	OPB	CFO - Planning & Budget	0	5	2,917,135	-	-	-	2,917,135	10	10.00	N	N				Standard inflation				
	NR	DOC	IGA	Inspector General - Admin	0	5	2,122,870	-	-	545,420	2,668,290	8	8.00	N	N				Standard inflation				
	NR	DOC	SIU	Inspector General - Special Investigations	0	5	6,756,223	-	-	-	6,756,223	26	26.00	N	N				Standard inflation				
	NR	DOC	HRGS	Inspector General - Hearings	0	5	5,092,216	-	-	-	5,092,216	23	22.50	N	N				Standard Inflation				
	NR	DOC	IPM	Inspector General - Inmate Phone System	0	5	-	618,415	-	-	618,415	3	3.00	N	N				Standard Inflation				
	NR	DOC	COM	Office of Communications	11	5	1,676,319	-	-	-	1,676,319	7	7.00	N	N				Standard Inflation				
	NR	DOC	FISC	CFO - Fiscal Services	0	5	17,381,892	-	-	-	17,381,892	79	77.76	N	N				Standard inflation				
	NR	DOC	FACS	Facility Services	6	5	11,568,472	548,505	-	-	12,116,977	34	34.00	N	N				Standard inflation				
	NR	DOC	DS	Distribution Services	0	5	9,733,067	7,598,429	-	-	17,331,496	73	71.07	N	N				Standard inflation				
	NR	DOC	ITS	Information Technology Services	0	5	21,036,240	165,433	-	-	21,201,673	79	79.00	N	N				Standard inflation				
	NR	DOC	GS-AD	Assistant Director - Administrative Services	0	5	784,738	19,357	-	-	804,095	3	3.00	N	N				Standard inflation				
	NR	DOC	HRSD	Human Resources	13	5	16,395,845	5,341	-	-	16,401,186	65	64.50	N	N				Standard inflation				
	NR	DOC	DS	Debt Service	0	5	112,749,173	-	-	1,038,513	113,787,686	-	-	N	N				Biennialized growth for prior sales				
	NA	DOC	CAPC	Capital Construction	0	5	-	-	-	-	-	-	-	-	N	N			0				
							\$ 1,725,227,317	\$ 42,206,322	\$ -	\$ 4,363,309	\$ 1,038,513	\$ 1,772,835,461	4,676	4,626.63									
							Diff	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -									

**7. Primary Purpose Program/Activity Exists**

- 1 Civil Justice
- 2 Community Development
- 3 Consumer Protection
- 4 Administrative Function
- 5 Criminal Justice
- 6 Economic Development
- 7 Education & Skill Development
- 8 Emergency Services
- 9 Environmental Protection
- 10 Public Health
- 11 Recreation, Heritage, or Cultural
- 12 Social Support

**19. Legal Requirement Code**

- C Constitutional
- D Debt Service
- FM Federal - Mandatory
- FO Federal - Optional (once you choose 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

UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2015-17 & 2017-19 BIENNA

Agency: Oregon Department of Corrections  
 Contact Person (Name & Phone #): Toni Chambers 503-945-0999

										DOC Additional Information	
(a) Other Fund Type	(b) Program Area (SCR)	(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or Statutory reference	(f) 2015-17 Ending Balance		(g) 2017-19 Ending Balance		(i) Comments	(j) Fund Revenue Source	Eligible Uses
					In LAB	Revised	In CSL	Revised			
Limited	003 - Operations	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.1	1,387,133	597,330	1,924,676	869,098	NOTE: Base budget adjustments have not been done for Other Funds Revenue. Will be addressed for 2019-21 biennium. Applies to all lines of this spreadsheet	Inmate care, transport revenue, institution inmate restitution, food service program, rental beds.	Transfers to VINE program, victim restitution, food cost offsets. Equipment replacement, fuel, and other expenses.
Limited	003 - Operations	00688 - State Prison Work Programs	Other - Inmate Work Programs	Ch 655, S.2, SS.1	(1,376,838)	4,963,457	(1,142,687)	2,963,383	Statutorily directed to re-invest funds in work programs and continue to do so. Includes Inmate Welfare Fund. Building cash in anticipation of losing FCC funding. Dependent on this cash until alternative funding determined.	Inmate work industries.	Work crew supplies, fuel, and other expenses. PRAS awards to inmates, transfers to VINE program, victim restitution, food cost offsets.
Limited	004 - Central Administration	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.2	2,258,659	4,125,532	4,730,283	6,939,080		SSA incentives, reimbursements for public records requests & sales of photocopies.	Inmate Phone supervision. DAS assessments, inmate settlements.
Limited	006 - Admin Services	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.2	70,920	1,749,507	1,452,894	244,723	Commissary/Canteen	Cell tower rent, surplus property sales, energy efficiency credits, secure ID tokens, CDC food sales, rental income, commissary sales, sale of real property.	Building maintenance, commissary salaries/supplies/food costs.
Limited	008 - Human Resources	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.2	2,319	485	0	0	Moved to 006 (Admin Services) in restructure for 2017-19	Rental of shooting ranges.	
Limited	009 - Community Corrections	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.4	406,121	872,082	234,943	700,904		County supervision fees, drug court revenue.	County costs for parole, supervision, A&D therapy, medical & mental health services, skills training.
Limited	010 - Health Services	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.3	297,875	980,580	639,665	882,001		Inmate reimbursement for medical services, prosthetics, etc.	Medical service and supply cost offsets.
Limited	011 - Offender Management & Rehabilitation	00401 - General Fund (Other Funds)	Operations	Ch 655, S.2, SS.3	751,017	819,535	981,429	1,049,947		VINE project, transitional programs, education grants, A&D. Home for Good donations.	
Limited	011 - Offender Management & Rehabilitation	00688 - State Prison Work Programs	Other - Inmate Work Programs	Ch 655, S.2, SS.3	(284,883)	338,327	(661,399)	(38,189)	Statutorily directed to re-invest funds in work programs and continue to do so.	Inmate work programs.	
Debt Service Limited	086 - Debt Service	00477 - XI-Q Debt Service (Other Funds)	Other - Debt Service	Ch 655, S.2, SS.5	see below	7,876	see below	7,876	Majority of balance is unable to be used until end of debt payment	Excess project funds	Debt service
Debt Service Limited	086 - Debt Service	N/A (Union Bank)	Other - Debt Service	Ch 655, S.2, SS.5	2,094,636	666,477	0	666,477	Majority of balance is unable to be used until end of debt payment	Excess project funds	Debt service

Objective: Provide updated Other Funds ending balance information for potential use in the development of the 2017-19 legislatively adopted budget.

Instructions:

- Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.
- Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2015-17 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (j)).
- Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (j).
- Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.
- Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.
- Columns (f) and (g): Use the appropriate, audited amount from the 2015-17 Legislatively Approved Budget and the 2017-19 Current Service Level as of the Agency Request Budget.
- Columns (g) and (i): Provide updated ending balances based on revised expenditure patterns or revenue trends. Do not include adjustments for reduction options that have been submitted unless the options have already been implemented as part of the 2015-17 General Fund approved budget or otherwise incorporated in the 2015-17 LAB. The revised column (i) can be used for the balances included in the Governor's budget if available at the time of submittal. Provide a description of revisions in Comments (Column (j)).
- Column (j): Please note any reasons for significant changes in balances previously reported during the 2015 session.

Additional Materials: If the revised ending balances (Columns (g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.