Oregon Department of Corrections

2019 - 2021 Agency Request Budget

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CERTIFICATION

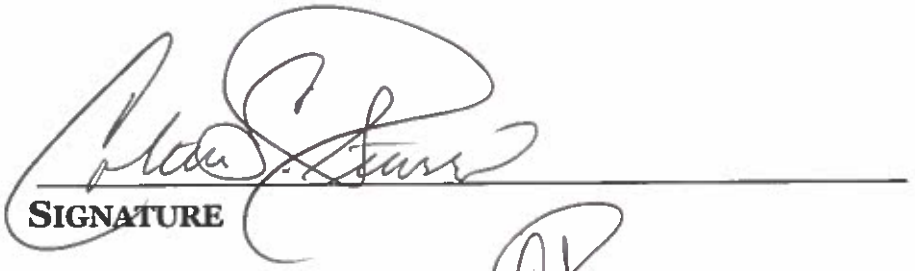
I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the accuracy of all numerical information has been verified.

Department of Corrections

AGENCY NAME

2575 Center St. NE, Salem, OR 97301

AGENCY ADDRESS

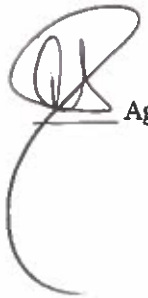


SIGNATURE

Director

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.



_____ Agency Request

_____ Governor's Budget

_____ Legislatively Adopted

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Enrolled
Senate Bill 844

Sponsored by COMMITTEE ON JUDICIARY

CHAPTER .....

AN ACT

Relating to inmate trust account moneys; and declaring an emergency.

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

SECTION 1. (1) As used in this section:

(a) "Collected moneys" means moneys that have been collected from an inmate trust account by the Department of Corrections pursuant to this section.

(b) "Court-ordered financial obligation" means:

(A) A compensatory fine imposed pursuant to ORS 137.101, an award of restitution as defined in ORS 137.103 or any other fines, fees or court-appointed attorney fees imposed in a criminal action;

(B) A child support obligation;

(C) A civil judgment including a money award for a crime victim entered against an inmate resulting from a crime committed by the inmate; or

(D) A civil judgment including a money award entered against an inmate resulting from an action for the inmate's assault or battery of a Department of Corrections or Oregon Corrections Enterprises employee.

(c) "Eligible moneys" means moneys deposited in an inmate trust account that are subject to collection under this section, including but not limited to inmate performance monetary awards and moneys received from an inmate's family members or friends. "Eligible moneys" does not include protected moneys.

(d) "Inmate" means a person who is at least 18 years of age and in the physical custody of the Department of Corrections. "Inmate" does not include:

(A) A person on leave from prison due to participation in an alternative incarceration program established under ORS 421.504 or short-term transitional leave under ORS 421.168.

(B) A person transferred into or out of department custody pursuant to an interstate corrections compact.

(C) A person in the physical custody of the Oregon Youth Authority.

(D) A person in the physical custody of a county jail or other county detention facility.

(e) "Protected moneys" means moneys deposited in an inmate trust account that are not subject to collection under state or federal law or under this section including but not limited to:

(A) Disability benefits for veterans;

(B) Moneys received from a Native American tribe or tribal government;

(C) Moneys dedicated for medical, dental or optical expenses or emergency trips;

(D) Railroad retirement benefits; or

(E) Moneys paid as compensation to an inmate in a prison work program established under the Prison Industries Enhancement Certification Program, or a successor program designated by the United States Director of the Bureau of Justice Assistance pursuant to 18 U.S.C. 1761.

(2)(a) The Department of Corrections shall collect eligible moneys from an inmate trust account if the inmate owes court-ordered financial obligations as described in this section.

(b) Notwithstanding any other provision of this section, the department may deduct a fixed percentage of each inmate performance monetary award made to an inmate, to be credited to a general victims assistance fund, before crediting the remainder of the award to the inmate trust account.

(3)(a) The Department of Justice and the Judicial Department shall provide an accounting to the Department of Corrections of court-ordered financial obligations, if any, owed by each inmate. The accounting records may be provided electronically in a format agreed upon by the departments.

(b) Upon receipt of the accounting records described in paragraph (a) of this subsection, the Department of Corrections shall collect a portion of eligible moneys from the inmate trust account of each inmate as follows:

(A) Until an inmate not sentenced to death or to life imprisonment without the possibility of release or parole has $500 in a transitional fund to facilitate reentry after release, 10 percent of eligible moneys shall be collected for court-ordered financial obligations and five percent of eligible moneys shall be collected and transferred to the inmate's transitional fund.

(B) After the inmate has at least $500 in the transitional fund, or if the inmate has been sentenced to death or to life imprisonment without the possibility of release or parole, the department shall collect 15 percent of eligible moneys for court-ordered financial obligations.

(C) After court-ordered financial obligations have been paid, an inmate not sentenced to death or to life imprisonment without the possibility of release or parole may elect to continue to transfer five percent of eligible moneys into the transitional fund.

(4) There are three levels of priority for the application of collected moneys to court-ordered financial obligations, with Level I obligations having the highest priority and Level III obligations having the lowest priority. The levels are as follows:

(a) Level I obligations are compensatory fines imposed pursuant to ORS 137.101, awards of restitution defined in ORS 137.103 and fines, fees or court-appointed attorney fees imposed in a criminal action.

(b) Level II obligations are child support obligations and civil judgments including a money award for a crime victim entered against an inmate resulting from a crime committed by the inmate.

(c) Level III obligations are civil judgments including a money award entered against an inmate resulting from an action for the inmate's assault or battery of a Department of Corrections or Oregon Corrections Enterprises employee.

(5)(a) After receiving the accounting records described in subsection (3) of this section, the Department of Corrections shall disburse the collected moneys for court-ordered financial obligations to the Department of Justice and the Judicial Department.

(b) The Department of Justice and the Judicial Department shall apply the collected moneys received from the Department of Corrections under this subsection to an inmate's court-ordered financial obligations according to the priority levels of the obligations.

(6)(a) The Department of Justice may create a subaccount in which to deposit the collected moneys received from the Department of Corrections under this section.

(b) The Judicial Department may create a subaccount in which to deposit the collected moneys received from the Department of Corrections under this section.

(c) The Department of Corrections may create subaccounts for the purposes of storing collected moneys prior to disbursement under this section.

(7) The Department of Corrections, the Department of Justice and the Judicial Department may adopt rules to implement this section.

SECTION 2. (1) Section 1 of this 2017 Act becomes operative on June 30, 2018.

(2) The Department of Corrections, the Department of Justice and the Judicial Department may take any action before the operative date specified in subsection (1) of this section that is necessary to enable the departments, on and after the operative date specified in subsection (1) of this section, to exercise the duties, functions and powers conferred on the departments by section 1 of this 2017 Act.

SECTION 3. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (2), chapter _____, Oregon Laws 2017 (Enrolled House Bill 5004), for the biennium beginning July 1, 2017, for central administration and administrative services, is increased by $275,000 for the purpose of funding upgrades to the inmate trust accounting system.

SECTION 4. Notwithstanding any other provision of law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter _____, Oregon Laws 2017 (Enrolled House Bill 5004), for the biennium beginning July 1, 2017, 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 Department of Corrections for central administration and administrative services, is increased by $500,000 for the purpose of funding upgrades to the inmate trust accounting system.

SECTION 5. This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect on its passage.

Passed by Senate July 3, 2017

.....
Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House July 7, 2017

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

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SB 844 B BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Barker

Joint Committee On Ways and Means

Action Date:	06/28/17
Action:	Do Pass the B-Eng bill.
House Vote	
Yeas:	11 - Gomberg, Holvey, Huffman, McLane, Nathanson, Rayfield, Smith G, Smith Warner, Stark, Whisnant, Williamson
Senate Vote	
Yeas:	12 - DeBoer, Devlin, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, Roblan, Steiner Hayward, Thomsen, Winters
Prepared By:	Dustin Ball, Department of Administrative Services
Reviewed By:	Julie Neburka, Legislative Fiscal Office

Department of Corrections
2017-19

Budget Summary

	2015-17 Legislatively Approved Budget	2017-19 Current Service Level	2017-19 Committee Recommendation	Committee Change from 2015-17 Leg. Approved	
				$ Change	% Change
General Fund	$ -	$ -	$ 275,000	$ 275,000	100.0%
Other Funds	$ -	$ -	$ 500,000	$ 500,000	100.0%
Total	$ -	$ -	$ 775,000	$ 775,000	100.0%

Position Summary

Authorized Positions	0	0	0
Full-time Equivalent (FTE) positions	0.00	0.00	0.00

Summary of Revenue Changes

Senate Bill 844 is funded with a mix of General Fund and Other Funds. The Department of Corrections (DOC) will use existing Other Funds revenue in the amount of $500,000 to upgrade the current inmate trust accounting and commissary point of sale system. A one-time General Fund appropriation in the amount of $275,000 is provided for enhancements to the system, which will allow for the tracking of each inmate's court-ordered financial obligations and the withholding of funds.

Summary of Public Safety Subcommittee Action

Senate Bill 844 authorizes DOC to collect certain amounts of an inmate's trust account for a transitional fund and for the payment of court-ordered financial obligations. The bill specifies the percentage of funds the department may collect from an inmate's trust account and establishes the priority tier system for payment of court-ordered financial obligations. The Department of Justice and the Oregon Judicial Department are directed to provide DOC with an account of each inmate's court-ordered financial obligations and to apply funds received from DOC to those obligations.

The Subcommittee provided $500,000 in one-time Other Funds expenditure limitation for the upgrade of the department's current inmate trust accounting and commissary point of sale system. Additionally, a $275,000 one-time General Fund appropriation was provided for enhancements to the system, which will allow for the tracking of each inmate's court-ordered financial obligations and the withholding of funds.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Department of Corrections
Dustin Ball -- 503-378-3119

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
SUBCOMMITTEE RECOMMENDATION									
SCR 004 - Central Administration									
Capital Outlay	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ 500,000		
SCR 006 - Administrative Services Division									
Capital Outlay	$ 275,000	$ -	$ -	$ -	$ -	$ -	$ 275,000		
SUBCOMMITTEE RECOMMENDATION	$ 275,000	$ -	$ 500,000	$ -	$ -	$ -	$ 775,000		

Enrolled
House Bill 5004

Introduced and printed pursuant to House Rule 12.00. Presession filed (at the request of Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to the financial administration of the Department of Corrections; and declaring an emergency.

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

SECTION 1. There are appropriated to the Department of Corrections, for the biennium beginning July 1, 2017, out of the General Fund, the following amounts, for the following purposes:

(1)	**Operations and health services**	**$ 1,067,450,488**
(2)	**Central administration and administrative services**	**$ 152,543,451**
(3)	**Offender management and rehabilitation**	**$ 73,425,543**
(4)	**Community corrections**	**$ 294,290,629**
(5)	**Debt service**	**$ 112,749,173**
(6)	**Capital improvements**	**$ 2,824,471**

SECTION 2. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2017, 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**	**$ 14,827,169**
(2)	**Central administration and administrative services**	**$ 9,578,016**
(3)	**Offender management and rehabilitation**	**$ 11,056,753**
(4)	**Community corrections**	**$ 7,009,979**

SECTION 3. Notwithstanding any other law limiting expenditures, the amount of $4,363,309 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Corrections.

SECTION 4. For the biennium beginning July 1, 2017, expenditures by the Department of Corrections from federal funds for debt service on Build America Bonds are not limited.

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SECTION 5. **This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect July 1, 2017.**

Passed by House June 26, 2017

.....
Timothy G. Sekerak, Chief Clerk of House

.....
Tina Kotek, Speaker of House

Passed by Senate June 30, 2017

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

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HB 5004 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Winters

Joint Committee On Ways and Means

Action Date:	06/21/17
Action:	Do pass the A-Eng bill.
Senate Vote	
Yeas:	11 - DeBoer, Devlin, Frederick, Girod, Hansell, Manning Jr, Monroe, Roblan, Steiner Hayward, Thomsen, Winters
Nays:	1 - Johnson
House Vote	
Yeas:	11 - Gomberg, Holvey, Huffman, McLane, Nathanson, Rayfield, Smith G, Smith Warner, Stark, Whisnant, Williamson
Prepared By:	Dustin Ball, Department of Administrative Services
Reviewed By:	Julie Neburka, Legislative Fiscal Office

Department of Corrections
2017-19

Budget Summary*

	2015-17 Legislatively Approved Budget[1]	2017-19 Current Service Level	2017-19 Committee Recommendation	Committee Change from 2015-17 Leg. Approved	
				$ Change	% Change
General Fund	$ 1,469,819,353	$ 1,604,805,028	$ 1,587,710,111	$ 117,890,758	8.0%
General Fund Capital Improvements	$ 2,723,694	$ 2,824,471	$ 2,824,471	$ 100,777	3.7%
General Fund Debt Service	$ 127,675,455	$ 112,749,173	$ 112,749,173	$ (14,926,282)	(11.7%)
Other Funds Limited	$ 39,561,925	$ 41,597,467	$ 42,471,917	$ 2,909,992	7.4%
Other Funds Debt Service	$ 2,094,636	$ -	$ -	$ (2,094,636)	(100.0%)
Other Funds Nonlimited	$ 81,739	$ -	$ -	$ (81,739)	(100.0%)
Other Funds Debt Service Nonlimited	$ 27,086,246	$ -	$ -	$ (27,086,246)	(100.0%)
Federal Funds Limited	$ 5,710,107	$ 4,363,309	$ 4,363,309	$ (1,346,798)	(23.6%)
Federal Funds Debt Service Nonlimited	$ 1,119,495	$ 1,038,513	$ 1,038,513	$ (80,982)	(7.2%)
Total	$ 1,675,872,650	$ 1,767,377,961	$ 1,751,157,494	$ 75,284,844	4.5%

Position Summary

Authorized Positions	4,590	4,636	4,605	15
Full-time Equivalent (FTE) positions	4,517.74	4,603.39	4,572.07	54.33

[1] Includes adjustments through December 2016

* Excludes Capital Construction expenditures

Summary of Revenue Changes

The Department of Corrections (DOC) is supported primarily with General Fund. For the 2017-19 biennium, General Fund of $1.7 billion makes up approximately 97.2 percent of the recommended budget. Other Funds make up 2.5 percent of the agency's revenues and Federal Funds account for the remaining 0.3 percent. Other Funds are primarily comprised of charges for services from inmate work crews, site commissions paid by telephone service providers and bond proceeds for capital projects. Federal Funds are primarily from the State Criminal Alien Assistance Program grant, which provides a minimal subsidy to the cost of managing undocumented offenders and is used to offset medical costs.

Summary of Public Safety Subcommittee Action

DOC manages and rehabilitates felony offenders sentenced by the courts, to more than 12 months of incarceration. The agency is responsible for the overall security, housing and daily operations of 14 active institutions around the state, as well as providing medical, dental, mental

health and pharmacy services to adults in custody. DOC directly operates the community corrections system in Linn and Douglas counties, while providing pass-through funding for the management and delivery of community corrections operations in the remaining Oregon counties.

The Subcommittee approved a budget of $1,751,157,494 total funds comprised of $1,703,283,755 General Fund, $42,471,917 Other Funds expenditure limitation, $4,363,309 Federal Funds expenditure limitation and $1,038,513 Federal Funds Nonlimited, with 4,605 positions (4,572.07 FTE). The budget is a 0.9 percent decrease from the 2017-19 current service level and a 4.5 percent increase from the 2015-17 Legislatively Approved Budget.

Operations Division

The Operations Division is responsible for the overall security, housing and population management of Oregon's felony offenders. It provides 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. Functions of this division include institution operations, security, food service, inmate work programs and inmate transportation.

The Subcommittee approved a budget of $804,286,463 General Fund, $14,160,140 Other Funds limitation and includes 3,333 positions (3,316.78 FTE).

Package 080, May 2016 E-Board. This package provides $5,275,304 General Fund and establishes 22 permanent positions (20.10 FTE) to continue operating 200 permanent prison beds at the Deer Ridge Correctional Institution added by the Emergency Board in May 2016.

Package 114, Behavioral Health Unit. This package provides $3,143,450 General Fund and establishes 19 permanent positions (16.51 FTE) for additional treatment services and out-of-cell time to reduce isolation and improve the care of seriously mentally ill adults in custody of DOC.

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $22,440,026, reduces Other Funds limitation by $913,254 and eliminates 71 positions (65.46 FTE), as a result of adjustments to reduce the agency's mandated caseload funding and for an adjustment to reduce prison operating expenditures due to limited General Fund resources statewide.

Mandated caseload is reduced by $13,575,026 General Fund and $913,254 Other Funds limitation for the operation of a second prison for women and also reduced for additional prison beds for men at the Shutter Creek Correctional Institution. Additionally, this package reduces prison operating expenditures by $8,865,000 and it is assumed the department will manage to this General Fund shortage by closely monitoring position vacancies and other personnel actions, and by reducing expenditures on Services and Supplies.

Central Administration

Central Administration includes the Office of the Director, Inspector General, Chief Financial Officer, Internal Audit, Communications and Government Efficiencies. It provides overall leadership to the agency, develops strategic plans and engages in statewide public safety initiatives. Additionally, the agency budgets all of its State Government Service Charges within Central Administration, which accounts for roughly 43 percent of the program's General Fund.

The Subcommittee approved a budget of $93,875,874 General Fund, $1,337,806 Other Funds limitation, $1,009,796 Federal Funds limitation and 170 positions (168.26 FTE).

Package 080, May 2016 E-Board. This package provides $161,952 General Fund and establishes one permanent position (1.00 FTE) to continue operating 200 permanent prison beds at the Deer Ridge Correctional Institution added by the Emergency Board in May 2016.

Package 113, Financial Services Enhancement. This package provides $287,704 Other Funds limitation and establishes two permanent positions (2.00 FTE) to audit, monitor and train agency staff on the use of state procurement cards and to augment the payroll unit staff in order to support payroll functions. Procurement card rebates generate the Other Funds revenue to support these positions.

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $1,180,230 and eliminates six positions (6.00 FTE) as a result of adjustments to reduce the agency's mandated caseload funding. Mandated caseload is reduced for the operation of a second prison for women and also reduced for additional prison beds for men at the Shutter Creek Correctional Institution.

Administrative Services Division

The Administrative Services Division includes Information Technology Services, Facility Services, Human Resources and Distribution Services. It provides services that are fundamental to the day-to-day operations of the department. Services are provided directly to employees, offenders, volunteers, community corrections and other partner agencies.

The Subcommittee approved a budget of $58,667,577 General Fund, $8,240,210 Other Funds limitation and 250 positions (248.49 FTE).

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $127,964 as a result of adjustments to reduce the agency's mandated caseload funding. Mandated caseload is reduced for the operation of a second prison for women and also reduced for additional prison beds for men at the Shutter Creek Correctional Institution.

Package 814, IT Security Positions Consolidation. This package reduces General Fund by $501,957 to transfer two Information Technology Positions (2.00 FTE) to the Department of Administrative Services (DAS), Office of the State CIO (OSCIO) pursuant to the Governor's Executive Order Number 16-13, to unify information technology security positions.

Community Corrections

Community Corrections is a function of state government operated in partnership with local, county-operated community corrections agencies. Its corrections supervision, sanctions and programs hold offenders accountable and address the causes of criminal behavior to reduce the risk of present and future criminal behavior. The department provides these services directly, in Linn and Douglas counties, while the remaining counties provide these services at the local level. The department provides grant funding (based on the number of offenders to be managed and their risk levels) to counties for operating their community corrections.

The Subcommittee approved a budget of $294,290,629 General Fund, $7,009,979 Other Funds limitation and 74 positions (74.33 FTE).

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $959,646, to reduce discretionary treatment transition funding in the Community Corrections program due to General Fund limitations statewide. The department has used this funding to support those offenders who have successfully completed one of DOC's six-month intensive residential or outpatient treatment programs with services such as housing, ongoing treatment, mentoring, transportation and incidental items.

Health Services

The Health Services Division provides constitutionally mandated medical, dental, mental health and pharmacy services to the entire offender population around the clock and year-round. It is administratively part of the Operations Division, but has a separate budget unit to help track health care expenditures. Prison health care became a legal requirement in 1976, as the result of a Supreme Court decision in *Estelle v. Gamble,* which held that deliberate indifference to a prison inmate's serious illness or injury constitutes cruel and unusual punishment, which is prohibited by the Eighth Amendment to the US Constitution.

The division provides medical services in a multi-level managed care approach. The behavioral health unit includes services for adults in custody with severe 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 $263,164,025 General Fund, $667,029 Other Funds limitation, $3,353,513 Federal Funds limitation and 571 positions (558.60 FTE).

Package 080, May 2016 E-Board. This package provides $2,510,615 General Fund and establishes six permanent positions (4.00 FTE) to continue operating 200 permanent prison beds at the Deer Ridge Correctional Institution added by the Emergency Board in May 2016.

Package 114, Behavioral Health Unit. This package provides $3,712,120 General Fund and establishes 14 permanent positions (12.05 FTE) for additional treatment services and out-of-cell time to reduce isolation and improve the care of seriously mentally ill adults in custody of DOC.

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $6,414,076, as a result of adjustments to reduce the agency's mandated caseload funding and for an adjustment to reduce prison operating expenditures, due to limited General Fund resources statewide.

Mandated caseload is reduced by $5,279,076 General Fund for the operation of a second prison for women and also reduced for additional prison beds for men at the Shutter Creek Correctional Institution. Additionally, this package reduces prison operating expenditures by $1,135,000 and it is assumed the department will manage to this General Fund shortage by closely monitoring position vacancies and other personnel actions, and by reducing expenditures on Services and Supplies.

Package 802, Program Alignment. This package reduces General Fund by $1,173,004 to transfer the Chronic Disease Self-Management Program and two positions (2.00 FTE) from the Health Services Division to the Offender Management and Rehabilitation Division. This preventative education program provides services to adults in custody with chronic diseases. As the program is primarily focused on education, it should be budgeted and housed with the department's other education and training programs.

Offender Management and Rehabilitation

The Offender Management and Rehabilitation program manages the agency's mission in reducing the risk of future criminal conduct. The division affects all adults in custody and encompasses nine units that oversee an offender's success from admission to release by using dynamic case management strategies involving the offender. It is tasked with guiding and targeting corrections interventions and enhancing linkages to community-based networks of support. The division includes Intake, Offender Information and Sentence Computation, Office of Population Management, Programs and Services, Education and Training, Religious and Victim Services, Inmate Services and Re-Entry/Release Services.

The Subcommittee approved a budget of $73,425,543 General Fund, $11,056,753 Other Funds limitation and 207 positions (205.61 FTE).

Package 080, May 2016 E-Board. This package provides $1,192,061 General Fund and establishes four permanent positions (4.00 FTE) to continue operating 200 permanent prison beds at the Deer Ridge Correctional Institution added by the Emergency Board in May 2016.

Package 101, FCC Ruling Impact. This package provides $1,500,000 in one-time Other Funds limitation to restore a portion of the site commission revenue from the inmate telephone system eliminated in the agency's requested budget, pending expiration of the current inmate telephone system contract. Regardless of the vendor selected to provide inmate telephone services in the future, the payment of site commissions to the department is unlikely. This revenue is considered to be one-time for the 2017-19 biennium and will support expenditures from the Inmate Welfare Fund for education, alcohol and drug treatment programs and recreational programing in prisons.

Package 801, LFO Analyst Adjustments. This package reduces General Fund by $1,466,520 and eliminates two positions (2.00 FTE) as a result of adjustments to reduce the agency's mandated caseload funding. Mandated caseload is reduced for the operation of a second prison for women and also reduced for additional prison beds for men at the Shutter Creek Correctional Institution.

Package 802, Program Alignment. This package increases General Fund by $1,173,004 to transfer the Chronic Disease Self-Management Program and two positions (2.00 FTE) from the Health Services Division to the Offender Management and Rehabilitation Division. This preventative education program provides services to adults in custody with chronic diseases. As the program is primarily focused on education, it should be budgeted and housed with the department's other education and training programs.

Debt Service

Debt Service is the obligation to repay the principal and interest on funds borrowed through the sale of Certificates of Participation (COPs) and bonds. Proceeds generated by the sales of COPs and bonds are used to construct and improve correctional facilities. Repayment periods range, depending on the nature and value of the project. Bond proceeds are also used for the 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 of $112,749,173 General Fund and $1,038,513 Federal Funds Nonlimited.

Capital Improvements

Capital Improvements includes maintenance, repair, replacement or adaption of a facility. These projects must be less than $1.0 million, otherwise they are categorized as capital construction. The department is responsible for maintaining roughly 325 owned buildings and over 5.4 million square feet of space. This program allows the agency to perform the most critical and immediate protection activities on its real property assets.

The Subcommittee approved a budget of $2,824,471 General Fund.

Summary of Performance Measure Action

See attached Legislatively Adopted 2017-19 Key Performance Measures form.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Department of Corrections
Dustin Ball -- 503-378-3119

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS LIMITED	OTHER FUNDS NONLIMITED	FEDERAL FUNDS LIMITED	FEDERAL FUNDS NONLIMITED	TOTAL ALL FUNDS	POS	FTE
2015-17 Legislatively Approved Budget at Dec 2016 *	$ 1,600,218,502	$ -	$ 41,656,561	$ 27,167,985	$ 5,710,107	$ 1,119,495	$ 1,675,872,650	4,590	4,517.74
2017-19 Current Service Level (CSL)*	$ 1,720,378,672	$ -	$ 41,597,467	$ -	$ 4,363,309	$ 1,038,513	$ 1,767,377,961	4,636	4,603.39
SUBCOMMITTEE ADJUSTMENTS (from CSL)									
SCR 003 - Operations Division									
Package 080: May 2016 E-Board									
Personal Services	$ 3,610,770	$ -	$ -	$ -	$ -	$ -	$ 3,610,770	22	20.10
Services and Supplies	$ 1,664,534	$ -	$ -	$ -	$ -	$ -	$ 1,664,534		
Package 114 : Behavioral Health Unit									
Personal Services	$ 2,791,655	$ -	$ -	$ -	$ -	$ -	$ 2,791,655	19	16.51
Services and Supplies	$ 351,795	$ -	$ -	$ -	$ -	$ -	$ 351,795		
Package 801 : LFO Analyst Adjustments									
Personal Services	$ (11,900,122)	$ -	$ -	$ -	$ -	$ -	$ (11,900,122)	(71)	(65.46)
Services and Supplies	$ (10,539,904)	$ -	$ (913,254)	$ -	$ -	$ -	$ (11,453,158)		
SCR 004 - Central Administration									
Package 080: May 2016 E-Board									
Personal Services	$ 149,240	$ -	$ -	$ -	$ -	$ -	$ 149,240	1	1.00
Services and Supplies	$ 12,712	$ -	$ -	$ -	$ -	$ -	$ 12,712		
Package 113: Financial Services Enhancement									
Personal Services	$ -	$ -	$ 253,290	$ -	$ -	$ -	$ 253,290	2	2.00
Services and Supplies	$ -	$ -	$ 34,414	$ -	$ -	$ -	$ 34,414		
Package 801 : LFO Analyst Adjustments									
Personal Services	$ (871,346)	$ -	$ -	$ -	$ -	$ -	$ (871,346)	(6)	(6.00)
Services and Supplies	$ (308,884)	$ -	$ -	$ -	$ -	$ -	$ (308,884)		
SCR 006 - Administrative Services Division									
Package 801 : LFO Analyst Adjustments									
Services and Supplies	$ (127,964)	$ -	$ -	$ -	$ -	$ -	$ (127,964)		
Package 814 : IT Security Positions Consolidation									
Personal Services	$ (467,543)	$ -	$ -	$ -	$ -	$ -	$ (467,543)	(2)	(2.00)
Services and Supplies	$ (34,414)	$ -	$ -	$ -	$ -	$ -	$ (34,414)		
SCR 009 - Community Corrections									
Package 801 : LFO Analyst Adjustments									
Services and Supplies	$ (959,646)	$ -	$ -	$ -	$ -	$ -	$ (959,646)		
SCR 010 - Health Services									
Package 080: May 2016 E-Board									
Personal Services	$ 1,052,570	$ -	$ -	$ -	$ -	$ -	$ 1,052,570	6	4.00
Services and Supplies	$ 1,458,045	$ -	$ -	$ -	$ -	$ -	$ 1,458,045		

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE
			LIMITED	NONLIMITED	LIMITED	NONLIMITED			
Package 114: Behavioral Health Unit									
Personal Services	$ 2,706,659	$ -	$ -	$ -	$ -	$ -	$ 2,706,659	14	12.05
Services and Supplies	$ 1,005,461	$ -	$ -	$ -	$ -	$ -	$ 1,005,461		
Package 801 : LFO Analyst Adjustments									
Personal Services	$ (3,874,530)	$ -	$ -	$ -	$ -	$ -	$ (3,874,530)	(18)	(15.52)
Services and Supplies	$ (2,539,546)	$ -	$ -	$ -	$ -	$ -	$ (2,539,546)		
Package 802 : Program Alignment									
Personal Services	$ (428,437)	$ -	$ -	$ -	$ -	$ -	$ (428,437)	(2)	(2.00)
Services and Supplies	$ (744,567)	$ -	$ -	$ -	$ -	$ -	$ (744,567)		
SCR 011 - Offender Management and Rehabilitation									
Package 080: May 2016 E-Board									
Personal Services	$ 761,709	$ -	$ -	$ -	$ -	$ -	$ 761,709	4	4.00
Services and Supplies	$ 430,352	$ -	$ -	$ -	$ -	$ -	$ 430,352		
Package 101: FCC Ruling Impact									
Services and Supplies	$ -	$ -	$ 1,500,000	$ -	$ -	$ -	$ 1,500,000		
Package 801 : LFO Analyst Adjustments									
Personal Services	$ (361,378)	$ -	$ -	$ -	$ -	$ -	$ (361,378)	(2)	(2.00)
Services and Supplies	$ (1,105,142)	$ -	$ -	$ -	$ -	$ -	$ (1,105,142)		
Package 802 : Program Alignment									
Personal Services	$ 428,437	$ -	$ -	$ -	$ -	$ -	$ 428,437	2	2.00
Services and Supplies	$ 744,567	$ -	$ -	$ -	$ -	$ -	$ 744,567		
TOTAL ADJUSTMENTS	$ (17,094,917)	$ -	$ 874,450	$ -	$ -	$ -	$ (16,220,467)	(31)	(31.32)
SUBCOMMITTEE RECOMMENDATION *	$ 1,703,283,755	$ -	$ 42,471,917	$ -	$ 4,363,309	$ 1,038,513	$ 1,751,157,494	4,605	4,572.07
% Change from 2015-17 Leg Approved Budget	6.4%	0.0%	2.0%	(100.0%)	(23.6%)	(7.2%)	4.5%	0.3%	1.2%
% Change from 2017-19 Current Service Level	(1.0%)	0.0%	2.1%	0.0%	0.0%	0.0%	(0.9%)	(0.7%)	(0.7%)

*Excludes Capital Construction Expenditures

Legislatively Approved 2017 - 2019 Key Performance Measures

Published: 6/13/2017 4:42:43 PM

Agency: Corrections, Department of

Mission Statement:

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 Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2018	Target 2019
1. Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17).		Approved	69%	80%	80%
2. Percentage of high and medium-risk inmates that complete a program prioritized in their corrections plan.		Approved	78.10%	75%	80%
3. Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison.		Approved	30.40%	30%	30%
4. The rate of Class 1 assaults on individual staff per month (rate per 1000 employees).		Approved	1.31	1.50	1.50
5. The rate of inmate walk-a-ways from outside work crews per month.		Approved	0.50	1	1
6. Reduce all Energy Usage - Reduce the annual average electricity, propane, geothermal, diesel and natural gas usage. Measure on a monthly kBtu/square foot basis.		Approved	No Data	151.49	148.12
7. Number of inmates sanctioned for Level 1 misconducts (monthly average/1,000 inmates).		Approved	9.86	9.30	9.30
8. The number of escapes per year from secure-custody facilities (armed perimeter).		Approved	No Data	0	0
9. The number of escapes from DOC unarmed perimeter facilities.		Approved	4	0	0
10. Percent of inmates who successfully complete transitional leave.		Approved	92.40%	90%	92%
11. Customer Service - 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.	1) Expertise	Approved	66.80%	80%	80%
	2) Accuracy		67.80%	80%	80%
	3) Helpfulness		52.90%	80%	80%
	4) Timeliness		55.30%	80%	80%
	5) Availability of Information		64.90%	80%	80%
	6) Overall		55.50%	80%	80%
12. Percent of total inmate care encounters that occur offsite.		Approved	0.78	1	1
13. Number of workers compensation time loss days per 100 employees on a fiscal year basis.		Approved	77	66.15	66.15
6. Reduce the annual average electricity and natural gas usage. Measure on a BTU per square foot basis.		Legislatively Deleted	12,379	14,270	0

LFO Recommendation:

The Legislative Fiscal Office recommends the Key Performance Measures and targets as presented.

The target for KPM #2 is recommended to be modestly increased to reflect the agency's steadily increasing success in program completion by offenders with the highest risk to reoffend. LFO notes that programs eliminated through budget reductions may make it more difficult for the agency to consistently achieve the current level of results.

KPM #6 is proposed to be updated by adding additional sources of energy - propane, geothermal, and diesel - to be monitored and factored into the agency's overall energy reduction goals. Statewide, the goal is to reduce energy use in state-owned buildings by 20% by the year 2023. Energy reduction data are reported to and monitored by the Oregon Department of Energy.

SubCommittee Action:

The subcommittee approved the key performance measures, as modified by the LFO recommendations.

Enrolled
House Bill 5006

Introduced and printed pursuant to House Rule 12.00. Presession filed (at the request of Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to state financial administration; and declaring an emergency.

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

SECTION 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, 2017, out of the General Fund, the amount of $50,000,000 for the purposes for which the Emergency Board lawfully may allocate funds.

SECTION 2. (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, 2017, out of the General Fund, the amount of $100,000,000, to be allocated to state agencies for state employee compensation changes for the biennium beginning July 1, 2017.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 3. (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, 2017, out of the General Fund, the amount of $10,000,000, to be allocated to state agencies for compensation changes driven by collective bargaining for workers who are not state employees.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 4. In addition to and not in lieu of any other appropriation, there are appropriated to the Oregon Department of Administrative Services, for the biennium beginning July 1, 2017, out of the General Fund, the following amounts for the following purposes:

(1)	**Bradshaw Drop Irrigation Canal project**	**$ 1,895,000**
(2)	**Medford Holly Theatre restoration**	**$ 1,000,000**
(3)	**Harry and David Baseball Park**	**$ 750,000**
(4)	**Vietnam Wall Replica project in Medford**	**$ 250,000**
(5)	**Cities of Turner, Aumsville and Salem flood mitigation**	**$ 40,000**

SECTION 5. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Department of Administrative Services by section 1 (4), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), for the biennium beginning July 1, 2017, is increased by $150,000 for the Oregon Historical Society.

SECTION 6. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Department of Administrative Services is increased by $180,000 for distribution for county fairs.

SECTION 7. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5010), for the biennium beginning July 1, 2017, for the Fish Division, is increased by $650,000 for the Western Oregon Stream Restoration Program.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5010), for the biennium beginning July 1, 2017, for the Fish Division, is increased by $250,000 to implement the Integrated Water Resources Strategy.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5010), for the biennium beginning July 1, 2017, for the Wildlife Division, is increased by $425,000 for sage grouse conservation activities.

SECTION 8. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (11), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2017, for the Agricultural Experiment Station and the branch extension stations of Oregon State University, is increased by $260,000 for potato research at the Hermiston Agricultural Research and Extension Center.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (11), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2017, for the Agricultural Experiment Station and the branch extension stations of Oregon State University, is increased by $120,000 for a position at the North Willamette Research and Extension Center.

SECTION 9. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission for use by Oregon Institute of Technology, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $500,000 for the operations of the Renewable Energy Center.

SECTION 10. Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Administration Committee by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5017), for the biennium beginning July 1, 2017, is increased by $5,145,277 for security enhancements for the Oregon State Capitol.

SECTION 11. Notwithstanding any other provision of law, the General Fund appropriation made to the Water Resources Department by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), for the biennium beginning July 1, 2017, is increased by $333,677 for the payment of personal services costs associated with the establishment of assistant watermaster and administrative support positions in Umatilla County.

SECTION 12. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of

Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), collected or received by the Water Resources Department, for field services is decreased by $333,677.

NOTE: Section 13 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 14. Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (2), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $10,000,000 for maintenance and emergency relief programs for costs associated with winter storms.

SECTION 15. Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (4), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $10,000,000 for the bridge program for increased project payout.

SECTION 16. Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (5), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $8,000,000 for the operations program for increased project payout.

SECTION 17. Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (6), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $15,000,000 for the modernization program for increased project payout.

SECTION 18. Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (7), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $2,500,000 for special programs for implementation of an ADA-related settlement agreement.

SECTION 19. Notwithstanding any other provision of law, the limitation on expenditures established by section 6 (4), chapter 761, Oregon Laws 2015, for the biennium ending June 30, 2017, as the maximum limit for payment of expenses from federal funds other than those described in section 5, chapter 761, Oregon Laws 2015, collected or received by the Department of Transportation is increased by $8,100,000 for public transit to complete commitments carried over from the 2013-15 biennium.

SECTION 20. Notwithstanding any other provision of law, the limitation on expenditures established by section 4 (15), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), collected or received by the Department of Transportation is decreased by $406,813 for central services.

SECTION 21. Notwithstanding any other provision of law, the limitation on expenditures established by section 4 (11), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), collected or received by the Department of Transportation is increased by $30,433,693 for transportation program development for the Connect Oregon program.

SECTION 22. Notwithstanding any other provision of law, the General Fund appropriation established for the Land Use Board of Appeals by section 1, chapter 536, Oregon Laws 2017 (Enrolled Senate Bill 5528), for the biennium beginning July 1, 2017, is increased by $11,650 for position actions.

NOTE: Section 23 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 24. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenditures for operations from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), collected or received by the Housing and Community Services Department, is increased by $1,090,000 for the cost of issuance of bonds for affordable housing through the Local Innovation and Fast Track housing program.

SECTION 25. Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 1, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, is increased by $141,218 for payment of expenses related to the development of affordable housing for low income households funded with proceeds from bonds issued under the authority of Article XI-Q of the Oregon Constitution through the Local Innovation and Fast Track Housing Program.

SECTION 26. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for operations from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), collected or received by the Housing and Community Services Department, is increased by $25,395,235 for preservation of existing affordable housing and cost of bond issuance.

SECTION 27. Notwithstanding any other provision of law, the General Fund appropriation made to the Bureau of Labor and Industries, by section 1, chapter 509, Oregon Laws 2017 (Enrolled House Bill 5016), for the biennium beginning July 1, 2017, is increased by $413,787 for investigation and enforcement provisions and employer education activities related to

employer work schedule requirements under chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 828).

NOTE: Section 28 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 29. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5039), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and the Oregon War Veterans' Bond Sinking Account, but excluding lottery funds and federal funds, collected or received by the Department of Veterans' Affairs is increased by $310,000 for costs of issuance of general obligation bonds.

SECTION 30. Notwithstanding any other provision of law, the General Fund appropriation made to the State Library by section 1, chapter 510, Oregon Laws 2017 (Enrolled House Bill 5018), for the biennium beginning July 1, 2017, is increased by $197,488 for the Ready to Read grant program.

SECTION 31. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission for use by Oregon State University, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $570,000 for the Molluscan Broodstock Program at the Hatfield Marine Science Center in conjunction with the Whiskey Creek Shellfish Hatchery.

SECTION 32. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission for use by Oregon State University, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $280,000, which may be expended for monitoring the effects of ocean acidification and conducting ocean acidification research at the Whiskey Creek Shellfish Hatchery.

SECTION 33. Notwithstanding any other law limiting expenditures, the amount of $16,573,792 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Department of Justice, for the child support enforcement automated system in the child support enforcement automated program.

SECTION 34. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (7), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5015), for the biennium beginning July 1, 2017, is increased by $3,391,920 for capital debt service and related costs for outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the child support enforcement automated system in the debt service and related costs program.

SECTION 35. Notwithstanding any other law limiting expenditures, the amount of $317,367 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the costs of issuance of general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Department of Justice for the capital debt service and related costs program for the child support enforcement automated system in the debt service and related costs program.

SECTION 36. Notwithstanding any other law limiting expenditures, the amount of $32,136,210 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the child support enforcement automated system in the child support enforcement automated program from federal funds, other than those described in section 33 of this 2017 Act, collected or received by the Department of Justice.

SECTION 37. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter ___, Oregon Laws 2017 (Enrolled House Bill

5015), for the biennium beginning July 1, 2017, 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 Department of Justice, is increased by $6,916,041 for juvenile dependency representation in the Civil Enforcement program.

SECTION 38. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5015), for the biennium beginning July 1, 2017, 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 Department of Justice, is increased by $123,932 for the Civil Enforcement program for expenses related to chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 243).

NOTE: Section 39 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 40. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Revenue, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $1,060,000 for the core system replacement project.

SECTION 41. Notwithstanding any other law limiting expenditures, the amount of $8,383,109 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the core system replacement program from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Department of Revenue.

SECTION 42. In addition to and not in lieu of any other appropriation, the General Fund appropriation made to the Department of Revenue by section 1 (6), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), for the biennium beginning July 1, 2017, is increased by $796,311 for capital debt service and related costs for outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the core system replacement program.

SECTION 43. Notwithstanding any other law limiting expenditures, the amount of $73,056 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the costs of issuance of general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Department of Revenue for the capital debt service and related costs program for the core system replacement program.

SECTION 44. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5534), for the biennium beginning July 1, 2017, 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 Public Employees Retirement System, is increased by $209,443 for the Financial and Administrative Services Division.

SECTION 45. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Education by section 1, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5517), for the biennium beginning July 1, 2017, for the State School Fund, is decreased by $30,372,945.

SECTION 46. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5517), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Department of Education for the State School Fund is increased by $12,465,745.

SECTION 47. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill

5517), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses by the Department of Education from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Education for the State School Fund, is increased by $17,907,200.

NOTE: Section 48 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 49. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter ___, Oregon Laws 2017, (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and funds described in sections 9 and 10, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5524), collected or received by the Higher Education Coordinating Commission, is increased by $6,831,534 for the costs of issuing bonds on behalf of community colleges and public universities.

SECTION 50. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $1,200,000 for a grant to Eastern Oregon University for the information technology equipment facility project.

SECTION 51. In addition to and not in lieu of any other appropriation, there is appropriated to the Higher Education Coordinating Commission, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $490,000 for a grant to Oregon State University for the renovation of the Graduate and Research Center at the Cascades Campus.

SECTION 52. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Education, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $480,517 for debt service on general obligation bonds issued under Article XI-Q of the Oregon Constitution for replacement and repair of roofs, and for Americans with Disabilities Act compliance projects at the Oregon School for the Deaf.

SECTION 53. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017, (Enrolled Senate Bill 5516), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses, other than expenses described in sections 6 and 10, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5516), from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Education, is increased by $1,052,442 for the costs of issuing Article XI-P bonds and Article XI-Q bonds.

SECTION 54. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5013), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5013), collected or received by the Judicial Department, is decreased by $16,707,354 for operations.

(2) Notwithstanding any other law limiting expenditures, the amount of $17,942,354 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this subsection, collected or received by the Judicial Department for the State Court Technology Fund.

(3) Notwithstanding any other law limiting expenditures, the amount of $195,200,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including reimbursements from federal service agreements, but excluding lottery funds and federal

funds not described in this subsection, collected or received by the Judicial Department for the Oregon Courthouse Capital Construction and Improvement Fund.

(4) In addition to and not in lieu of any other appropriation, there is appropriated to the Judicial Department, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $1,200,000 for a grant to Clackamas County for county courthouse replacement planning.

SECTION 55. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Business Development Department by section 1 (3), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5025), for the biennium beginning July 1, 2017, for debt service, is increased by $2,836,985.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5025), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for business, innovation and trade from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, is increased by $500,000 for support of the Regional Accelerator Innovation Network.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5025), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the Oregon Infrastructure Finance Authority from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, is increased by $22,563,295.

(4) Notwithstanding any other law limiting expenditures, the amount of $120,000,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the seismic rehabilitation grant program from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department.

(5) Notwithstanding any other law limiting expenditures, the amount of $3,000,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the Oregon Manufacturing Innovation Center from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department.

(6) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5025), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the Arts and Cultural Trust from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, is increased by $2,571,976.

(7) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter __, Oregon Laws 2017 (Enrolled House Bill 5025), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for business, innovation and trade from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department, is increased by $3,450,979, for improving access to the Oregon Manufacturing Innovation Center.

(8) In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Business Development Department, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $1,650,000 for the Oregon Arts Commission for legislatively identified grants to cultural institutions.

(9) Notwithstanding any other law limiting expenditures, the amount of $1 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for regional solutions from fees, moneys or other revenues, including Miscellaneous Receipts,

but excluding lottery funds and federal funds, collected or received by the Oregon Business Development Department.

(10) In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Business Development Department, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $2,000,000 for a grant for the Crescent Sanitary District Sewer System.

NOTE: Section 56 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 57. Notwithstanding any other provision of law, the General Fund appropriation made to the Commission on Judicial Fitness and Disability by section 1 (2), chapter 93, Oregon Laws 2015, for the biennium ending June 30, 2017, for extraordinary expenses, is increased by $35,000.

SECTION 58. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, for child welfare, self-sufficiency and vocational rehabilitation services, is increased by $1,300,000 for the Hunger Response Fund.

SECTION 59. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $200,000 for the Senior Farm Direct Nutrition Program.

SECTION 60. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $1,000,000 for the Women, Infants and Children Farm Direct Nutrition Program.

NOTE: Section 61 was deleted by amendment. Subsequent sections were not renumbered.

SECTION 62. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for programs from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), collected or received by the Oregon Health Authority, is increased by $63,250,000.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is decreased by $63,250,000.

SECTION 63. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for programs from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), collected or received by the Oregon Health Authority, is increased by $375,000.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is decreased by $375,000.

SECTION 64. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $10,000,000 for hepatitis C treatment costs.

SECTION 65. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is decreased by $401,413 for the Oregon State Hospital.

SECTION 66. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $3,226,060 for rural provider incentive programs.

SECTION 67. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5031), for the biennium beginning July 1, 2017, 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 Department of State Police, is increased by $2,521,711 for Capitol Mall security.

SECTION 68. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5034), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Public Safety Standards and Training, is increased by $469,566 for fire training props and equipment.

SECTION 69. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5004), for the biennium beginning July 1, 2017, for operations and health services, is increased by $708,788 for prison transport vehicles.

SECTION 70. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Youth Authority by section 1 (6), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5042), for the biennium beginning July 1, 2017, for capital improvements, is increased by $771,000 for electronic security improvements.

SECTION 71. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Military Department, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $1,000,000 for construction or repair of the Oregon Military Museum.

SECTION 72. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5004), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for central administration and administrative services from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Corrections, is increased by $721,466 for the cost of bond issuance.

SECTION 73. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (5), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5004), for the biennium beginning July 1, 2017, for debt service, is increased by $1,926,252.

SECTION 74. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5042), for the biennium beginning July 1, 2017, 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 Oregon Youth Authority, is increased by $676,086 for the cost of bond issuance.

SECTION 75. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Youth Authority by section 1 (5), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5042), for the biennium beginning July 1, 2017, for debt service, is increased by $1,695,236.

SECTION 76. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), collected or received by the Oregon Military Department, is increased by $448,244 for the cost of bond issuance.

SECTION 77. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (5), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2017, for debt service, is decreased by $378,344.

SECTION 78. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), for the biennium beginning July 1, 2017, is increased by $276,906 for administration.

SECTION 79. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), collected or received by the Department of Revenue, is increased by $24,079 for administration.

SECTION 80. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), collected or received by the Department of Revenue, is decreased by $187,277 for the Property Tax Division.

SECTION 81. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5535), collected or received by the Department of Revenue, is increased by $244,058 for the Marijuana Division.

SECTION 82. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (4), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5015), for the biennium beginning July 1, 2017, is increased by $175,000 for the Crime Victims' Services Division for the Oregon Crime Victims Law Center.

SECTION 83. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (8), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but ex-

cluding lottery funds and federal funds not described in section 4, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), collected or received by the Department of Transportation, is increased by $2,050,587 for City of Portland SW Capitol Highway safety improvements.

SECTION 84. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (12), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5540), collected or received by the Department of Transportation, is increased by $5,119,541 for the Lane Transit District.

SECTION 85. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Department of Administrative Services, for the biennium beginning July 1, 2017, out of the General Fund, the following amounts for the following purposes:

(1)	**Mid-Columbia Health Foundation for hospital modernization and expansion project**	**$ 200,000**
(2)	**City of John Day for fiber project**	**$ 1,836,000**
(3)	**City of John Day for 9-1-1 systems**	**$ 420,000**
(4)	**Greater Portland YWCA for the Family Preservation Project**	**$ 400,000**
(5)	**World of Speed**	**$ 50,000**
(6)	**YMCA Youth and Government**	**$ 50,000**
(7)	**Bag and Baggage Productions Cultural Innovation Project**	**$ 50,000**

SECTION 86. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium beginning July 1, 2017, as the maximum limits for payment of expenses from lottery bond proceeds and other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Department of Administrative Services, for the following purposes:

(1)	**Cascade AIDS Project for construction of the Prism Health clinic**	**$ 1,042,655**
(2)	**City of Spray for a public safety and emergency services center**	**$ 764,128**
(3)	**Eugene Civic Alliance for Civic Park sports and recreation complex**	**$ 6,125,396**
(4)	**Family Nurturing Center Rogue Valley Children's Relief Nursery**	**$ 2,050,587**
(5)	**Gresham Redevelopment Commission for the Rockwood Innovation Center**	**$ 2,050,587**
(6)	**City of Independence for the Independence Landing revitalization project**	**$ 1,041,303**

(7) Klamath County for the Klamath Youth Inspiration Program ..... $ 1,041,303

(8) The Dalles Civic Auditorium Historic Preservation Committee for The Dalles Civic Auditorium..... $ 784,922

(9) City of Woodburn for the Woodburn Community Center .. $ 1,041,303

(10) YMCA of Marion and Polk Counties for a new facility ..... $ 12,235,018

SECTION 87. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (13), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), collected or received by the Oregon Department of Administrative Services, is increased by $1,080,818 for Oregon Department of Administrative Services debt service.

SECTION 88. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5002), collected or received by the Oregon Department of Administrative Services, is increased by $214,000 for the payment of bond issuance costs associated with bonds issued under Article XI-Q of the Oregon Constitution.

SECTION 89. Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Agriculture for market access by section 1 (4), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5502), for the biennium beginning July 1, 2017, is decreased by $250,000.

SECTION 90. Notwithstanding any other law limiting expenditures, the amount of $215,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for bond issuance costs associated with bonds issued under Article XI-Q of the Oregon Constitution from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the State Department of Fish and Wildlife.

SECTION 91. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality for air quality by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5518), for the biennium beginning July 1, 2017, is increased by $500,000 for an inventory of nonroad diesel engines.

SECTION 92. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4, chapter ___ (Enrolled House Bill 5012) for the biennium beginning July 1 2017, as the maximum payment of expenses from federal funds other than those described in sections 2 and 6, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), collected or received by the Housing and Community Services Department, is decreased by $7,107,780.

SECTION 93. Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 5, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, is increased

by $3,407,395 for debt service associated with bonds issued pursuant to Article XI-Q of the Oregon Constitution for the Local Innovation and Fast Track Housing Program.

SECTION 94. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for operations from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), collected or received by the Housing and Community Services Department, is increased by $155,660 for payment of expenses related to the development of affordable housing for low income households funded with proceeds issued pursuant to Article XI-Q of the Oregon Constitution for the Local Innovation and Fast Track Housing Program.

SECTION 95. Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 1, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, is increased by $1,300,000 for the Oregon Foreclosure Avoidance program.

SECTION 96. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5031), for the biennium beginning July 1, 2017, for patrol services, criminal investigations and gaming enforcement, is increased by $6,230,000 for 20 sworn patrol and drug enforcement positions.

SECTION 97. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (6), chapter __, Oregon Laws 2017 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2017, for the Oregon Promise Grants, is increased by $5,300,000.

SECTION 98. Notwithstanding any other law limiting expenditures, the amount of $100,000,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and proceeds of bonds issued pursuant to Article XI-P of the Oregon Constitution, but excluding lottery funds and federal funds, collected or received by the Department of Education for matching grants made to school districts for construction or improvement to school facilities through the Oregon School Capital Improvement Matching program.

SECTION 99. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (1), chapter __, Oregon Laws 2017 (Enrolled Senate Bill 5524), for the biennium beginning July 1, 2017, for operations, is increased by $350,000 for a grant to the College Possible organization to encourage and assist low income students to attend a post-secondary institution.

NOTE: Sections 100 and 101 were deleted by amendment. Subsequent sections were not renumbered.

SECTION 102. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), collected or received by the Oregon Health Authority, for programs, is increased by $196,111 for the Prescription Drug Monitoring Program.

SECTION 103. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, for central services and state assessments and enterprise-wide costs, is increased by $1,967,384 for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 104. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Human Services, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $9,492,916, which may be expended for capital debt service and related costs for outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 105. Notwithstanding any other law limiting expenditures, the amount of $522,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the costs of issuance of general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Department Human Services, for the capital debt service and related costs for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 106. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and Medicare receipts and including federal funds for indirect cost recovery, Social Security Supplemental Security Income recoveries and the Child Care and Development Fund, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), collected or received by the Department of Human Services, for central services and state assessments and enterprise-wide costs, is increased by $45,000,000 for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 107. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), collected or received by the Department of Human Services, for central services and state assessments and enterprise-wide costs, is increased by $146,290,416 for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 108. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $322,233 for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 109. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), collected or received by the Oregon Health Authority, for programs, is increased by $1,306,605 for the ONE Integrated Eligibility and Medicaid Eligibility project.

SECTION 110. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Chil-

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dren Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), collected or received by the Oregon Health Authority, for shared administrative costs, is increased by $13,595,873 for the ONE Integrated Eligibility and Medicaid Eligibility project.

NOTE: Sections 111 and 112 were deleted by amendment. Subsequent sections were not renumbered.

SECTION 113. Notwithstanding any other provision of law, the General Fund appropriation made to the Water Resources Department by section 1 (5), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), for the biennium beginning July 1, 2017, for the director's office is increased by $203,870 for the establishment of a limited-duration position supporting the facilitation of place-based integrated water resources strategies as described by section 2, chapter 780, Oregon Laws 2015.

SECTION 114. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for administrative services from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the Unites States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), collected or received by the Water Resource Department, is increased by $1,547,235 for the purpose of making grants and paying the costs of direct services provided under ORS 541.561, and for the payment of bond issuance costs from the Water Conservation, Reuse and Storage Investment Fund established by ORS 541.576.

SECTION 115. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for administrative services from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the Unites States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5542), collected or received by the Water Resources Department, is increased by the following amounts for paying the following costs from the Water Supply Development Account established by ORS 541.656:

(1)	**Water Supply Development grants and loans as described in ORS 541.656 (2)(a).....**	**$ 15,000,000**
(2)	**City of Carlton, Panther Creek Reservoir Sedimentation and Capacity Reduction project.....**	**$ 2,500,000**
(3)	**City of Carlton, Water Loss Reduction project.....**	**$ 2,000,000**
(4)	**Santiam Water Control District, Mill Creek Corporate Center irrigation conversion project....**	**$ 1,200,000**
(5)	**Bond issuance costs.....**	**$ 375,301**

SECTION 116. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 372, Oregon Laws 2017 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the Division of Financial Regulation from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Consumer and Business Services, is increased by $154,056 for the establishment of an operations and policy analyst position.

SECTION 117. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (6), chapter 372, Oregon Laws 2017 (Enrolled Senate Bill 5512), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses for the Building Codes Division from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Consumer and Business Services, is increased by $1,748,149 for the establishment of additional positions performing code development, technical and field examination and inspections and administrative support functions.

SECTION 118. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 375, Oregon Laws 2017 (Enrolled Senate Bill 5537), for the biennium beginning July 1, 2017, 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 Department of State Lands, is increased by the following amounts, for the following purposes:

(1)	Payment of costs associated with custodial forest management contract for Elliott State Forest.....	$ 1,608,930
(2)	Fire protection patrol Assessments for the Elliott State Forest.....	$ 608,000
(3)	Development of Habitat Conservation Plan and Environmental Impact Study for Elliott State Forest ..	$ 1,500,000
(4)	Establishment of project manager position for Portland Harbor Superfund Site cleanup, Goble Site cleanup and Elliott State Forest projects.....	$ 268,447

SECTION 119. 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, 2017, out of the General Fund, the amount of $5,000,000, for deposit into the Portland Harbor Cleanup Fund established by section 11, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5530).

SECTION 120. Notwithstanding any other law limiting expenditures, the amount of $8,000,000 is established for the biennium beginning July 1, 2017, 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 Department of State Lands, from the Portland Harbor Cleanup Fund established by section 11, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5530).

SECTION 121. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 375, Oregon Laws 2017 (Enrolled Senate Bill 5537), for the biennium beginning July 1, 2017, 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 Department of State

Lands, is increased by $57,587 for the purpose of paying costs associated with the issuance of lottery bonds related to the Portland Harbor Cleanup Fund.

SECTION 122. Notwithstanding any other provision of law, the General Fund appropriation made to the State Forestry Department by section 1 (4), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5519), for the biennium beginning July 1, 2017, is increased by $57,568 for debt service related to bonds issued for the Toledo Facility Replacement.

SECTION 123. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5519), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5519), collected or received by the State Forestry Department, is increased by the following amounts for the following purposes:

(1)	**Debt service for bonds issued for Toledo Facility Replacement.....**	**$ 79,991**
(2)	**Bond issuance costs for bonds issued for Toledo Facility Replacement.....**	**$ 50,000**
(3)	**Bond issuance costs for bonds issued for Elliott State Forest purchase.....**	**$ 985,000**

SECTION 124. Notwithstanding any other law limiting expenditures, the amount of $100,000,000 is established, for the biennium beginning July 1, 2017, as the maximum limit for payment from the net proceeds from the sale of certificates of participation under ORS 283.085 to 283.092, by the State Forestry Department, to finance the release of all or a portion of the Elliott forest from restrictions resulting from ownership of that forest by the Common School Fund, or to compensate the Common School Fund for the preservation of noneconomic benefits of the forest through the imposition, transfer or sale of restrictions such as easements, use requirements or restrictions, or other methods that preserve noneconomic benefits of the forest for the public such as recreation, aesthetics, wildlife or habitat preservation or other environmental and quality of life considerations.

SECTION 125. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5519), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5519), collected or received by the State Forestry Department, is increased by $300,000 for initial activities related to the development of a Habitat Conservation Plan for the Elliott State Forest.

SECTION 126. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5028), for the biennium beginning July 1, 2017, 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 State Parks and Recreation Department, is increased by $5,111,682 for the expenditure of lottery bond proceeds supporting the Main Street Revitalization Program and associated bond issuance costs.

SECTION 127. Notwithstanding any other law limiting expenditures, the amount of $350,000 is established for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from lottery funds allocated from the Veterans' Services Fund estab-

lished under section 1, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 140), to the Housing and Community Services Department for the purpose of providing emergency housing assistance to veterans.

SECTION 128. Notwithstanding any other provision of law, the General Fund appropriation made to the Housing and Community Services Department by section 1, chapter ___, Oregon Laws 2017 (Enrolled House Bill 5012), for the biennium beginning July 1, 2017, is increased by $20,000,000 for the Emergency Housing Assistance and State Homeless Assistance programs.

SECTION 129. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, for child welfare, self-sufficiency and vocational rehabilitation services, is decreased by $3,413,214.

SECTION 130. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5526), for the biennium beginning July 1, 2017, for child welfare, self-sufficiency and vocational rehabilitation services, is increased by $3,413,214 for the Temporary Assistance for Needy Families program.

SECTION 131. In addition to and not in lieu of any other appropriation, there is appropriated to the Department of Justice, for the biennium beginning July 1, 2017, out of the General Fund, the amount of $500,000 for child abuse medical assessments.

SECTION 132. Notwithstanding any other provision of law, the General Fund appropriation made to the State Treasurer by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5541) for the biennium beginning July 1, 2017, is increased by $1,056,224 for administrative expenses of the Oregon Retirement Savings Board.

SECTION 133. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (3), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2017, for emergency management, is increased by $181,178 for administration of the resiliency grant program described in section 1, chapter __, Oregon Laws 2017 (Enrolled House Bill 2687).

SECTION 134. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (2), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2017, as the maximum limits for payment of expenses from federal funds, other than those described in section 2, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), collected or received by the Oregon Military Department, is increased by $181,178 for administration of the resiliency grant program described in section 1, chapter __, Oregon Laws 2017 (Enrolled House Bill 2687).

SECTION 135. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5532), for the biennium beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter __, Oregon Laws 2017 (Enrolled Senate Bill 5532), collected or received by the Oregon Military Department, is increased by $5,070,000 for the cost of bond issuance and for grants to be made from the Resiliency Grant Fund established by section 2, chapter __, Oregon Laws 2017 (Enrolled House Bill 2687).

SECTION 136. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Advocacy Commissions Office by section 1, chapter 370, Oregon Laws 2017 (Enrolled Senate Bill 5501), for the biennium beginning July 1, 2017, is increased by $17,000.

SECTION 137. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (3), chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 5516), for the biennium beginning July 1, 2017, as the maximum limits for payment of

grants-in-aid, program costs and purchased services from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Education for programs other than those specified in sections 3 and 10, chapter __, Oregon Laws 2017 (Enrolled Senate Bill 5516), is increased by $170,000,000 for payments from the High School Graduation and College and Career Readiness Fund.

SECTION 138. Notwithstanding any other provision of law, the General Fund appropriation made to the Public Defense Services Commission by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5033), for the biennium beginning July 1, 2017, for professional services, is increased by $1,800,000.

SECTION 139. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5026), for the biennium beginning July 1, 2017, for programs, is increased by $10,000 to ensure enrollment in coordinated care organizations of children placed in substitute care.

SECTION 140. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Department of Administrative Services, for the biennium beginning July 1, 2017, out of the General Fund, the following amounts for the following purposes:

(1)	**Deschutes Rim Clinic Foundation for the Deschutes Rim Health Clinic in Maupin**	**$ 1,000,000**
(2)	**City of Mosier for a multiuse facility**	**$ 500,000**
(3)	**Oregon Wine Board for marketing**	**$ 500,000**

SECTION 141. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 16, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 505), for the biennium beginning July 1, 2017, for the purchase of equipment and services and for other expenses necessary to carry out the provisions of chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 505), is increased by $600,000.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 17, chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 505), for the biennium beginning July 1, 2017, to be allocated for expenses necessary to carry out the provisions of chapter ___, Oregon Laws 2017 (Enrolled Senate Bill 505), is decreased by $600,000.

SECTION 142. (1) The allocation to the Department of State Police of moneys deposited into the Watershed Conservation Operating Fund by section 1, chapter ____, Oregon Laws 2017 (Enrolled House Bill 5040), for fish and wildlife activities to implement Article XV, section 4b, of the Oregon Constitution, is decreased by $250,765.

(2) The allocation to the State Department of Fish and Wildlife of moneys deposited into the Watershed Conservation Operating Fund by section 2, chapter ____, Oregon Laws 2017 (Enrolled House Bill 5040), for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is decreased by $167,378.

(3) The allocation to the State Department of Agriculture of moneys deposited into the Watershed Conservation Operating Fund by section 3, chapter _____, Oregon Laws 2017 (Enrolled House Bill 5040), for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is decreased by $231,617.

(4) The allocation to the Department of Environmental Quality of moneys deposited into the Watershed Conservation Operating Fund by section 4, chapter ____, Oregon Laws 2017 (Enrolled House Bill 5040), for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is decreased by $77,348.

SECTION 143. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5017), for the biennium beginning July 1, 2017, 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 Legislative Administration Committee is increased by $239,358 for costs of issuance of general obligation bonds.

SECTION 144. Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Administration Committee by section 1 (2), chapter ___, Oregon Laws 2017 (Enrolled House Bill 5017), for the biennium beginning July 1, 2017, is increased by $906,053 for debt service.

SECTION 145. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium beginning July 1, 2017, for the following agencies and programs are changed by the amounts specified:

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(1) ADMINISTRATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	Adjustment
Oregon Advocacy Commissions Office:		
Operating Expenses		
General Fund	Ch. 370	-$6,529
Oregon Department of Administrative Services		
Debt Service:		
General Fund	HB 5002 1(5)	-77,892
Chief Operating Office		
Other funds	HB 5002 2(1)	-233,141
Chief Financial Office		
Other funds	HB 5002 2(2)	-102,593
Office of the State Chief Information Officer		
Other funds	HB 5002 2(3)	-262,556
Chief Human Resource Office		
Other funds	HB 5002 2(4)	-164,465
OSCIO - State Data Center - Operations		
Other funds	HB 5002 2(5)(a)	-1,151,456
OSCIO - State Data Center - Equipment Replace		
Other funds	HB 5002 2(5)(c)	-58,324
Enterprise Asset Management		
Other funds	HB 5002 2(6)	+436,361
Enterprise Goods and Services		

Other funds	**HB 5002 2(7)**	**-2,125,225**
Enterprise Human Resource Services		
Other funds	**HB 5002 2(8)**	**-21,194**
Business Services		
Other funds	**HB 5002 2(9)**	**-768,859**
Debt Service - Article XI-O Bonds		
Other funds	**HB 5002 2(11)**	**+5**
Debt Service - ODAS		
Other funds	**HB 5002 2(13)**	**+5**
Debt Service and Related Costs for Bonds Issued		
Lottery funds	**HB 5002 3**	**-2,317,505**
Oregon State Treasury: Administrative Expenses - ABLE		
General Fund	**SB 5541 1(1)**	**-24,719**
Administrative Expenses - ORSB		
General Fund	**SB 5541 1(2)**	**-18,008**
Administrative Expenses - Operations		
Other funds	**SB 5541 2(1)**	**-1,547,338**
Administrative Expenses - College Savings		
Other funds	**SB 5541 2(2)**	**-10,019**
Oregon Racing Commission: Operating Expenses		
Other funds	**Ch. 58 1**	**-89,929**
Public Employees Retirement System: Central Administration Division		
Other funds	**SB 5534 1(1)**	**-201,996**
Financial and Administrative Services Division		
Other funds	**SB 5534 1(2)**	**-682,029**
Information Services Division		
Other funds	**SB 5534 1(3)**	**-621,521**
Operations Division		
Other funds	**SB 5534 1(4)**	**-1,097,754**
Compliance, Audit and Risk Division		
Other funds	**SB 5534 1(5)**	**-114,759**
Secretary of State: Administrative Services Division		
General Fund	**SB 5536 1(1)**	**-126,408**
Other funds	**SB 5536 2(1)**	**-326,154**
Elections Division		

General Fund	**SB 5536 1(2)**	**-220,296**
Other funds	**SB 5536 2(2)**	**-39**
Archives Division		
Other funds	**SB 5536 2(4)**	**-103,649**
Audits Division		
Other funds	**SB 5536 2(3)**	**-449,357**
Corporation Division		
Other funds	**SB 5536 2(5)**	**-151,548**
Federal funds	**SB 5536 3**	**-472,720**
Oregon Liquor Control Commission:		
Administrative Expenses		
Other funds	**HB 5019 1(1)**	**-1,315,406**
Marijuana Regulation		
Other funds	**HB 5019 1(2)**	**-143,021**
Department of Revenue:		
Administration		
General Fund	**SB 5535 1(1)**	**-3,655,209**
Other funds	**SB 5535 2(1)**	**-187,588**
Property Tax		
General Fund	**SB 5535 1(2)**	**-670,139**
Other funds	**SB 5535 2(2)**	**-19,802**
Personal Tax and Compliance		
General Fund	**SB 5535 1(3)**	**-1,972,254**
Other funds	**SB 5535 2(3)**	**-47,494**
Business		
General Fund	**SB 5535 1(4)**	**-621,206**
Other funds	**SB 5535 2(4)**	**-568,561**
Debt Service		
General Fund	**SB 5535 1(6)**	**-7,666,981**
Senior Property Tax Deferral		
Other funds	**SB 5535 2(7)**	**-36,919**
Employment Relations Board:		
Operating Expenses		
General Fund	**Ch. 507 1**	**-29,574**
Operating Expenses (fees)		
Other funds	**Ch. 507 2**	**-4,442**
Assessments of Agencies Transferred to ODAS		
Other funds	**Ch. 507 3**	**-12,055**
Office of the Governor:		
Operating Expenses		
General Fund	**SB 5521 1**	**-525,236**
Other funds	**SB 5521 4**	**-110,630**
Regional Solutions		
Lottery funds	**SB 5521 3**	**-138,447**
Oregon Government Ethics Commission:		
Operating Expenses		
Other funds	**Ch. 116 1**	**-28,614**
State Library:		
Operating Expenses		

General Fund	**Ch. 510 1**	**-69,365**
Operating Expenses - Non-assessments		
Other funds	**Ch. 510 2**	**-2,553**
Operating Expenses - Assessments		
Other funds	**Ch. 510 3**	**-135,318**
Operating Expenses		
Federal funds	**Ch. 510 4**	**-1,625**

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(2) CONSUMER AND BUSINESS SERVICES.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**Adjustment**
Oregon Board of Accountancy:		
Operating Expenses		
Other funds	**Ch. 90 1**	**-$56,046**
State Board of Tax Practitioners:		
Operating Expenses		
Other funds	**Ch. 376 1**	**-18,835**
Construction Contractors Board:		
Operating Expenses		
Other funds	**Ch. 261**	**-461,875**
Oregon Board of Licensed Professional Counselors and Therapists:		
Operating Expenses		
Other funds	**Ch. 262 1**	**-24,871**
State Board of Psychologist Examiners:		
Operating Expenses		
Other funds	**Ch. 262 2**	**-26,589**
State Board of Chiropractic Examiners:		
Operating Expenses		
Other funds	**Ch. 96**	**-51,085**
State Board of Licensed Social Workers:		
Operating Expenses		
Other funds	**Ch. 371**	**-25,841**
Oregon Board Of Dentistry:		
Operating Expenses		
Other funds	**Ch. 97**	**-38,848**
Health-Related Licensing Boards:		

State Mortuary and Cemetery Board		
Other funds	**Ch. 373 1**	**-21,099**
Oregon Board of Naturopathic Medicine		
Other funds	**Ch. 373 2**	**-12,737**
Occupational Therapy Licensing Board		
Other funds	**Ch. 373 3**	**-7,405**
Board of Medical Imaging		
Other funds	**Ch. 373 4**	**-14,003**
State Board of Examiners for Speech-Language Pathology and Audiology		
Other funds	**Ch. 373 5**	**-10,768**
Oregon State Veterinary Medical Examining Board		
Other funds	**Ch. 373 6**	**-17,187**
Bureau of Labor and Industries:		
Operating Expenses		
General Fund	**Ch. 509 1**	**-541,696**
Other funds	**Ch. 509 2**	**-195,369**
Federal funds	**Ch. 509 4**	**-960**
Wage Security Fund Administration		
Other funds	**Ch. 509 3(1)**	**-83,367**
Public Utility Commission:		
Utility Program		
Other funds	**Ch. 93 1(1)**	**-625,870**
Residential Service Protection Fund		
Other funds	**Ch. 93 1(2)**	**-11,972**
Administration		
Other funds	**Ch. 93 1(3)**	**-514,038**
Oregon Board of Maritime Pilots		
Other funds	**Ch. 93 1(4)**	**-4,996**
Operating Expenses		
Federal funds	**Ch. 93 2**	**-6,858**
Department of Consumer and Business Services:		
Workers' Compensation Board		
Other funds	**Ch. 372 1(1)**	**-686,446**
Workers' Compensation Division		
Other funds	**Ch. 372 1(2)**	**-1,589,898**
Oregon OSHA		
Other funds	**Ch. 372 1(3)**	**-968,443**
Federal funds	**Ch. 372 4(1)**	**-448,698**
Central Services Division		
Other funds	**Ch. 372 1(4)**	**-999,676**

Federal funds	**Ch. 372 4(3)**	**-9,841**
Division of Financial Regulation		
Other funds	**Ch. 372 1(5)**	**-1,565,605**
Building Codes Division		
Other funds	**Ch. 372 1(6)**	**-1,185,489**
Federal funds	**Ch. 372 4(4)**	**-3,851**
Health Insurance Exchange - Marketplace Division		
Other funds	**Ch. 372 2(1)**	**-158,934**
Senior Health Insurance Benefit Assistance		
Federal funds	**Ch. 372 4(2)**	**-12,870**
Real Estate Agency: Operating Expenses		
Other funds	**Ch. 59 1**	**-276,826**
Oregon State Board of Nursing: Operating Expenses		
Other funds	**Ch. 126 1**	**-450,604**
Oregon Medical Board: Operating Expenses		
Other funds	**Ch. 125 1**	**-345,981**
State Board of Pharmacy: Operating Expenses		
Other funds	**Ch. 92 1**	**-261,147**

(3) ECONOMIC DEVELOPMENT.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**Adjustment**
Oregon Business Development Department: Oregon Arts Commission		
General Fund	**HB 5025 1(1)**	**-$14,561**
Business, Innovation and Trade		
General Fund	**HB 5025 1(2)**	**-6,974**
Other funds	**HB 5025 2(1)**	**-178,261**
Lottery funds	**HB 5025 3(1)**	**-484,677**
Federal funds	**HB 5025 4(1)**	
Debt Service		
General Fund	**HB 5025 1(3)**	**-4,318,030**
Infrastructure Finance Authority		
Other funds	**HB 5025 2(2)**	**-142,756**
Lottery funds	**HB 5025 3(5)**	**-54,799**

Federal funds	**HB 5025 4(2)**	**-8,803**
Operations		
Other funds	**HB 5025 2(3)**	**-63,577**
Lottery funds	**HB 5025 3(2)**	**-208,458**
Federal funds	**HB 5025 4(3)**	**-182**
Arts and Cultural Trust		
Other funds	**HB 5025 2(4)**	**-27,334**
Lottery Bond Debt Service		
Lottery funds	**HB 5025 3(4)**	**-1,410,613**
Arts		
Federal funds	**HB 5025 4(4)**	**-4,247**
Housing and Community Services Department:		
Operating Expenses		
General Fund	**HB 5012 1**	**-7,302**
Other funds	**HB 5012 2**	**-668,446**
Federal funds	**HB 5012 4**	**-119,605**
Debt Service		
General Fund	**HB 5012 5**	**-767,156**
Department of Veterans' Affairs:		
Services Provided by the Department and Operations		
General Fund	**HB 5039 1(1)**	**-136,724**
Veteran Loans, Oregon Veterans' Homes		
Other funds	**HB 5039 3(1)**	**-450,617**
Employment Department:		
Operating Budget		
Other funds	**Ch. 506 1(1)**	**-2,842,329**
Office of Administrative Hearings		
Other funds	**Ch. 506 1(2)**	**-648,469**
Operating Budget		
Federal funds	**Ch. 506 4**	**-4,403,080**

(4) EDUCATION.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**Adjustment**
Teacher Standards and Practices Commission:		
Operating Expenses		
Other funds	**HB 5038 1**	**-$214,668**
Department of Education:		
Operations		
General Fund	**SB 5516 1(1)**	**-1,499,642**

Other funds	**SB 5516 3(1)**	**-619,049**
Federal funds	**SB 5516 4(1)**	**-951,295**
Oregon School for the Deaf		
General Fund	**SB 5516 1(2)**	**-185,444**
Federal funds	**SB 5516 4(2)**	**-6,000**
Debt service and related costs - XI-P bonds		
General Fund	**SB 5516 8**	**-2,068,415**
Chief Education Office Operating Expenses		
General Fund	**SB 5522 1**	**-369,306**
Higher Education Coordinating Commission: HECC Operations		
General Fund	**SB 5524 1(1)**	**-537,050**
Debt Service and Related Costs - XI-G Community Colleges		
General Fund	**SB 5524 1(16)(a)**	**-5,339,250**
Debt Service and Related Costs - XI-G Bonds Public Universities		
General Fund	**SB 5524 1(16)(b)**	**-4,883,437**
Debt Service and Related Costs - XI-G Bonds OHSU		
General Fund	**SB 5533 1**	**-4,885,015**
Debt Service and Related Costs - XI-Q Public Universities		
General Fund	**SB 5524 1(16)(d)**	**-3,618,101**
Debt Service and Related Costs - COPs Public Universities		
General Fund	**SB 5524 1(16)(e)**	**+5**
Lottery Debt Service - from Administrative Services Economic Development Fund for Public Universities		
Lottery funds	**SB 5524 2**	**-40,020**
Lottery Debt Service - from Administrative Services Economic Development Fund for Community Colleges		
Lottery funds	**SB 5524 3**	**-33,955**
Operations		
Other funds	**SB 5524 6(1)**	**-215,046**

Federal funds	**SB 5524 7(1)**	**-430,120**
Oregon Youth Conservation Corps		
Other funds	**SB 5524 6(2)**	**-1,701**
Federal funds	**SB 5524 7(2)**	**-173**

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(5) HUMAN SERVICES.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	Adjustment
Long Term Care Ombudsman:		
General Program and Services Provided to Care Facility Residents		
General Fund	**HB 5021 1(1)**	**-$199,839**
Public Guardian and Conservator Program		
General Fund	**HB 5021 1(2)**	**-72,670**
Operating Expenses		
Other funds	**HB 5021 2**	**-2,593**
Commission for the Blind:		
Operating Expenses		
General Fund	**HB 5003 1**	**-41,304**
Other funds	**HB 5003 2**	**-11,467**
Federal funds	**HB 5003 3**	**-157,969**
Psychiatric Security Review Board		
Operating Expenses		
General Fund	**Ch. 411 1**	**-33,233**
Department of Human Services:		
Central Services and State Assessments and Enterprise-Wide Costs		
General Fund	**SB 5526 1(1)**	**-6,503,595**
Other funds	**SB 5526 2(1)**	**-114,553**
Federal funds	**SB 5526 3(1)**	**-5,645,170**
Child Welfare, Self-Sufficiency and Vocational Rehabilitation Services		
General Fund	**SB 5526 1(2)**	**-2,248,160**
Other funds	**SB 5526 2(2)**	**-12,035**
Federal funds	**SB 5526 3(2)**	**-1,952,822**
Aging and People with Disabilities and Intellectual/Developmental Disabilities Programs		
General Fund	**SB 5526 1(3)**	**-3,003,415**

Other funds	**SB 5526 2(3)**	**-128,378**
Federal funds	**SB 5526 3(3)**	**-539,271**
Debt Service		
General Fund	**SB 5526 1(4)**	**+1,028,094**
Shared Services		
Other funds	**SB 5526 2(4)**	**-91,400**
Oregon Health Authority:		
Programs		
General Fund	**HB 5026 1(1)**	**-6,738,375**
Other funds	**HB 5026 2(1)**	**-2,780,297**
Federal funds	**HB 5026 4(1)**	**-5,804,750**
Central Services, Statewide Assessments and Enterprise-Wide Costs		
General Fund	**HB 5026 1(2)**	**-3,949,892**
Other funds	**HB 5026 2(2)**	**-777,602**
Federal funds	**HB 5026 4(2)**	**-4,958,469**
Debt Service		
General Fund	**HB 5026 1(4)**	**+4,001**
Shared Administrative Services		
Other funds	**HB 5026 2(3)**	**-2,484,473**
Gambling Addiction Programs		
Lottery funds	**HB 5026 3(1)**	**-4,617**

(6) JUDICIAL BRANCH.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**Adjustment**
Commission on Judicial Fitness and Disability:		
Administration		
General Fund	**Ch. 91 1(1)**	**-$577**
Judicial Department:		
Operations		
General Fund	**HB 5013 1(2)**	**-7,632,399**
Other funds	**HB 5013 2(1)**	**-463,210**
Mandated Payments		
General Fund	**HB 5013 1(3)**	**-324,033**
Debt Service		
General Fund	**HB 5013 1(5)**	**-2,555,411**
Third-Party Debt Collection		
General Fund	**HB 5013 1(6)**	**-451,097**
Oregon Law Commission		
General Fund	**HB 5013 4**	**-12,186**
Council on Court Procedures		

General Fund	HB 5013 5	-2,055
Conciliation and Mediation Services in Circuit Courts		
General Fund	HB 5013 6(1)	-274,864
Operating Law Libraries or Providing Law Library Services		
General Fund	HB 5013 7(1)	-274,864
Public Defense Services Commission:		
Appellate Division		
General Fund	HB 5033 1(1)	-114,978
Professional Services		
General Fund	HB 5033 1(2)	-592,359
Contract and Business Services Division		
General Fund	HB 5033 1(3)	-31,964

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(7) LEGISLATIVE BRANCH.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	Adjustment
Legislative Administration Committee:		
General Program		
General Fund	HB 5017 1(1)	-$1,035,828
Debt Service		
General Fund	HB 5017 1(2)	-1,351,534
Other funds	HB 5017 2(2)	-28,305
Legislative Assembly:		
Biennial General Fund		
General Fund	HB 5017 6	-887,914
79th Leg Assembly		
General Fund	HB 5017 7(1)	-199,170
80th Leg Assembly		
General Fund	HB 5017 7(2)	-237,310
Legislative Counsel Committee:		
Operating Expenses		
General Fund	HB 5017 10	-232,754
Other funds	HB 5017 11	-59,154
Legislative Fiscal Officer:		
Operating Expenses		
General Fund	HB 5017 13(1)	-183,583
Other funds	HB 5017 13(2)	-124,420
Legislative Revenue		

Officer:		
Operating Expenses		
General Fund	**HB 5017 15**	**-18,516**
Commission on Indian Services:		
Operating Expenses		
General Fund	**HB 5017 16**	**-1,750**
Legislative Policy and Research Committee:		
Operating Expenses		
General Fund	**HB 5017 14**	**-45,374**

(8) NATURAL RESOURCES.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	Adjustment
State Marine Board:		
Administration and Education		
Other funds	**Ch. 299 1(1)**	**-$240,265**
Federal funds	**Ch. 299 2(1)**	**-638**
Marine Law Enforcement		
Other funds	**Ch. 299 1(2)**	**-38,096**
Facilities Construction and Maintenance		
Other funds	**Ch. 299 1(3)**	**-48,898**
Federal funds	**Ch. 299 2(3)**	**-735**
Aquatic Invasive Species		
Other funds	**Ch. 299 1(4)**	**-8,541**
State Department Of Energy:		
Operations		
Other funds	**HB 5009 1**	**-538,561**
Operations		
Federal funds	**HB 5009 3**	**-72,012**
State Department of Geology and Mineral Industries:		
General Fund	**Ch. 508 1**	**-104,725**
Geologic Survey		
Other funds	**Ch. 508 2(1)**	**-81,770**
Mined Land Reclamation		
Other funds	**Ch. 508 2(2)**	**-59,652**
Federal Funds		
Federal funds	**Ch. 508 3**	**-65,496**
State Parks and Recreation Department:		
Director's Office		

Other funds	**HB 5028 1(1)**	**-9,909**
Lottery funds	**HB 5028 2(1)**	**-9,437**
Central Services		
Other funds	**HB 5028 1(2)**	**-625,001**
Lottery funds	**HB 5028 2(2)**	**-595,228**
Parks Development		
Other funds	**HB 5028 1(3)**	**-16,293**
Lottery funds	**HB 5028 2(3)**	**-77,833**
Direct Services		
Other funds	**HB 5028 1(4)**	**-1,163,066**
Lottery funds	**HB 5028 2(4)**	**-1,084,203**
Community Support and Grants		
Other funds	**HB 5028 1(5)**	**-65,072**
Lottery funds	**HB 5028 2(5)**	**-114,304**
Federal funds	**HB 5028 4(3)**	**-7,925**
Debt Service		
Lottery funds	**HB 5028 3**	**-895,019**
Land Use Board of Appeals:		
General Fund	**Ch. 536 1**	**-11,384**
Water Resources Department:		
Administrative Services		
General Fund	**SB 5542 1(1)**	**-272,584**
Other funds	**SB 5542 3(1)**	**-8,346**
Field Services		
General Fund	**SB 5542 1(2)**	**-419,025**
Other funds	**SB 5542 3(2)**	**-83,828**
Technical Services		
General Fund	**SB 5542 1(4)**	**-292,796**
Other funds	**SB 5542 3(4)**	**-103,478**
Water Rights and Adjudications		
General Fund	**SB 5542 1(3)**	**-157,832**
Other funds	**SB 5542 3(3)**	**-149,596**
Director's Office		
General Fund	**SB 5542 1(5)**	**-144,123**
Other funds	**SB 5542 3(5)**	**-516**
Debt Service		
Lottery funds	**SB 5542 2**	**-2,078,875**
Oregon Watershed Enhancement Board:		
Operating Expenses, Activities and Projects		
Lottery funds	**HB 5040 5**	**-205,451**
Operations		
Federal funds	**HB 5040 7(1)**	**-1,136**
Department of State Lands:		
Common School Fund programs		
Other funds	**Ch. 375 1(1)**	**-889,306**
Oregon Removal-Fill Mitigation Fund		

Other funds	**Ch. 375 1(2)**	**-1,312**
South Slough National Estuarine Research Reserve Operations		
Other funds	**Ch. 375 1(3)**	**-2,689**
Federal funds	**Ch. 375 2(1)**	**-3,183**
State Department of Agriculture: Administrative and Support Services		
General Fund	**SB 5502 1(1)**	**-35,090**
Other funds	**SB 5502 2(1)**	**-215,975**
Food Safety		
General Fund	**SB 5502 1(2)**	**-320,643**
Other funds	**SB 5502 2(2)**	**-820,939**
Federal funds	**SB 5502 4(2)**	**-17,733**
Natural Resources		
General Fund	**SB 5502 1(3)**	**-322,517**
Other funds	**SB 5502 2(3)**	**-498,819**
Federal funds	**SB 5502 4(3)**	**-290,342**
Market Access		
General Fund	**SB 5502 1(4)**	**-138,405**
Other funds	**SB 5502 2(4)**	**-518,320**
Federal funds	**SB 5502 4(4)**	**-80,265**
Parks and Natural Resources Fund		
Lottery funds	**SB 5502 3**	**-231,617**
Department of Environmental Quality: Air Quality		
General Fund	**SB 5518 1(1)**	**-234,069**
Other funds	**SB 5518 2(1)**	**-888,549**
Federal funds	**SB 5518 5(1)**	**-122,687**
Water Quality		
General Fund	**SB 5518 1(2)**	**-597,915**
Other funds	**SB 5518 2(2)**	**-598,902**
Federal funds	**SB 5518 5(2)**	**-200,452**
Land Quality		
General Fund	**SB 5518 1(3)**	**-20,206**
Other funds	**SB 5518 2(3)**	**-989,962**
Federal funds	**SB 5518 5(3)**	**-138,104**
Agency Management		
Other funds	**SB 5518 2(4)**	**-1,137,349**
Parks and Natural Resources Fund		
Lottery funds	**SB 5518 3**	**-77,348**
State Department of Fish and Wildlife: Fish Division		
General Fund	**HB 5010 1(1)**	**-709,209**
Other funds	**HB 5010 2(1)**	**-1,362,394**
Lottery funds	**HB 5010 3(1)**	**-138,259**

Federal funds	**HB 5010 4(1)**	**-2,277,221**
Wildlife Division		
General Fund	**HB 5010 1(2)**	**-133,193**
Other funds	**HB 5010 2(2)**	**-665,554**
Lottery funds	**HB 5010 3(2)**	**-29,119**
Federal funds	**HB 5010 4(2)**	**-516,104**
Administrative Services Division		
General Fund	**HB 5010 1(3)**	**-294,396**
Other funds	**HB 5010 2(3)**	**-1,319,002**
Federal funds	**HB 5010 4(3)**	**-263,990**
Capital Improvement		
General Fund	**HB 5010 1(5)**	**-5,556**
Other funds	**HB 5010 2(4)**	**-21,222**
Federal funds	**HB 5010 4(4)**	**-1,261**
State Forestry Department:		
Fire Protection		
General Fund	**SB 5519 1(2)**	**-807,445**
Other funds	**SB 5519 2(2)**	**-1,396,275**
Federal funds	**SB 5519 4(2)**	**-250,834**
Private Forests		
General Fund	**SB 5519 1(3)**	**-393,658**
Other funds	**SB 5519 2(4)**	**-217,341**
Federal funds	**SB 5519 4(4)**	**-177,362**
Debt Service		
General Fund	**SB 5519 1(4)**	**-468,487**
Other funds	**SB 5519 2(6)**	**+ 5**
Agency Administration		
Other funds	**SB 5519 2(1)**	**-1,444,724**
Federal funds	**SB 5519 4(1)**	**-46,466**
State Forests		
Other funds	**SB 5519 2(3)**	**-1,217,972**
Federal funds	**SB 5519 4(3)**	**-20,709**
Equipment Pool		
Other funds	**SB 5519 2(7)**	**-172,599**
Facilities Maintenance and Management		
Other funds	**SB 5519 2(8)**	**-446**
Debt Service Relating to Purchase of Land in Gilchrist Forest		
Lottery funds	**SB 5519 3**	**-5,594**
Department of Land Conservation and Development:		
Planning Program		
General Fund	**SB 5527 1(1)**	**-391,147**
Other funds	**SB 5527 2**	**-1,373**
Federal funds	**SB 5527 3**	**-108,803**
Grant Programs		
General Fund	**SB 5527 1(2)**	**-4,782**
Columbia River Gorge		

Commission:		
Operating Expenses		
General Fund	**Ch. 474 1**	**+24,081**

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(9) PUBLIC SAFETY.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	Adjustment
State Board of Parole and Post-Prison Supervision:		
General Fund		
General Fund	**HB 5029 1**	**-$340,944**
Department of State Police: Patrol Services, Criminal Investigations and Gaming Enforcement		
General Fund	**HB 5031 1(1)**	**-5,231,297**
Other funds	**HB 5031 2(1)**	**-1,056,019**
Federal funds	**HB 5031 3(1)**	**-23,202**
Fish and Wildlife Enforcement		
General Fund	**HB 5031 1(2)**	**-311,475**
Other funds	**HB 5031 2(2)**	**-541,852**
Lottery funds	**HB 5031 4**	**-240,268**
Federal funds	**HB 5031 3(2)**	**-46,804**
Forensic Services and State Medical Examiner		
General Fund	**HB 5031 1(3)**	**-1,476,056**
Other funds	**HB 5031 2(3)**	**-15,792**
Federal funds	**HB 5031 3(3)**	**-31,043**
Administrative Services, Agency Support, Criminal Justice Information Services and Office of State Fire Marshal		
General Fund	**HB 5031 1(4)**	**-1,878,554**
Other funds	**HB 5031 2(4)**	**-934,590**
Federal funds	**HB 5031 3(4)**	**-41,477**
Department of Corrections: Operations and Health Services		
General Fund	**HB 5004 1(1)**	**-15,399,207**
Other funds	**HB 5004 2(1)**	**-157,078**
Central Administration and Administrative Services		
General Fund	**HB 5004 1(2)**	**-6,140,616**

Other funds	**HB 5004 2(2)**	**-277,134**
Offender Management and Rehabilitation		
General Fund	**HB 5004 1(3)**	**-2,685,607**
Other funds	**HB 5004 2(3)**	**-195**
Community Corrections		
General Fund	**HB 5004 1(4)**	**-246,254**
Other funds	**HB 5004 2(4)**	**-14,429**
Debt Service		
General Fund	**HB 5004 1(5)**	**-658,193**
Agency Operations		
Federal funds	**HB 5004 3**	**-10,323**
Oregon Criminal Justice Commission:		
General Fund		
General Fund	**Ch. 505 1**	**-87,794**
Other Funds		
Other funds	**Ch. 505 2**	**-1,137**
Federal Funds		
Federal funds	**Ch. 505 3**	**-3,503**
District Attorneys and Deputies:		
Department of Justice for District Attorneys		
General Fund	**Ch. 535 1**	**-23,359**
Department of Justice:		
Civil Enforcement Division		
General Fund	**HB 5015 1(2)**	**-175,560**
Other funds	**HB 5015 2(3)**	**-2,730,192**
Federal funds	**HB 5015 3(1)**	**-110,833**
Criminal Justice Division		
General Fund	**HB 5015 1(3)**	**-742,746**
Other funds	**HB 5015 2(4)**	**-400,113**
Federal funds	**HB 5015 3(2)**	**-7,605**
Crime Victims' Services Division		
General Fund	**HB 5015 1(4)**	**-62,074**
Other funds	**HB 5015 2(5)**	**-143,012**
Federal funds	**HB 5015 3(3)**	**-45,546**
Defense of Criminal Convictions		
General Fund	**HB 5015 1(5)**	**-2,311,204**
Division of Child Support		
General Fund	**HB 5015 1(6)**	**-769,725**
Other funds	**HB 5015 2(8)**	**-792,734**
Federal funds	**HB 5015 3(4)**	**-2,907,865**
Debt Service and Related Costs		
General Fund	**HB 5015 1(7)**	**-156,291**
Office of Attorney General and Administration		

Other funds	**HB 5015 2(1)**	**-1,019,176**
Appellate Division		
Other funds	**HB 5015 2(2)**	**-596,415**
General Counsel Division		
Other funds	**HB 5015 2(6)**	**-1,533,642**
Trial Division		
Other funds	**HB 5015 2(7)**	**-889,956**
Oregon Military Department:		
Administration		
General Fund	**SB 5532 1(1)**	**+76,996**
Other funds	**SB 5532 2(1)**	**-45,478**
Operations		
General Fund	**SB 5532 1(2)**	**-411,130**
Other funds	**SB 5532 2(2)**	**-71,972**
Federal funds	**SB 5532 3(1)**	**-1,306,853**
Emergency Management		
General Fund	**SB 5532 1(3)**	**+93,379**
Other funds	**SB 5532 2(3)**	**-136,055**
Federal funds	**SB 5532 3(2)**	**-74,983**
Community Support		
General Fund	**SB 5532 1(4)**	**-8,090**
Other funds	**SB 5532 2(4)**	**-19,572**
Federal funds	**SB 5532 3(3)**	**+44,277**
Capital Debt Service and Related Costs		
General Fund	**SB 5532 1(5)**	**-424,421**
Debt Service		
Other funds	**SB 5532 2(5)**	**+5**
Capital Improvement		
Federal funds	**SB 5532 3(4)**	**-11**
Department of Public Safety Standards and Training:		
Operations		
Other funds	**HB 5034 2(1)**	**-1,183,157**
Federal funds	**HB 5034 3**	**-5,100**
Oregon Youth Authority:		
Operations		
General Fund	**HB 5042 1(1)**	**-5,665,031**
Other funds	**HB 5042 2**	**-108,106**
Federal funds	**HB 5042 3**	**-218,984**
Debt Service		
General Fund	**HB 5042 1(5)**	**+230,551**
Capital Improvements		
General Fund	**HB 5042 1(6)**	**-8,030**

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(10) TRANSPORTATION.

Agency/Program/Funds	Chapter/ Section	Adjustment
Oregon Department of Aviation:		
Operations		
Other funds	**Ch. 95 1(1)**	**-$28,552**
Federal funds	**Ch. 95 2(1)**	**-1,538**
Aircraft Registration		
Other funds	**Ch. 95 1(2)**	**-4,154**
Pavement Maintenance		
Other funds	**Ch. 95 1(3)**	**-6,758**
General Aviation Entitlement Grant Program		
Other funds	**Ch. 95 1(4)**	**-509**
Department of Transportation:		
RD Passenger Rail		
General Fund	**SB 5540 2**	**-389,942**
Debt Service		
General Fund	**SB 5540 3**	**-1,037,553**
Other funds	**SB 5540 4(16)**	**+10**
Lottery funds	**SB 5540 6**	**-6,039,258**
Capital Improvement		
Other funds	**SB 5540 4(1)**	
Maintenance and Emergency Relief Programs		
Other funds	**SB 5540 4(2)**	**-6,836,939**
Preservation Program		
Other funds	**SB 5540 4(3)**	**-802,259**
Bridge Program		
Other funds	**SB 5540 4(4)**	**-847,797**
Operations Program		
Other funds	**SB 5540 4(5)**	**-1,197,378**
Modernization Program		
Other funds	**SB 5540 4(6)**	**-1,247,576**
Special Programs		
Other funds	**SB 5540 4(7)**	**-4,404,898**
Local Government Program		
Other funds	**SB 5540 4(8)**	**-426,811**
Driver and Motor Vehicle Services		
Other funds	**SB 5540 4(9)**	**-3,451,697**
Motor Carrier Transportation		
Other funds	**SB 5540 4(10)**	**-1,474,879**
Transportation Program Development		
Other funds	**SB 5540 4(11)**	**-2,190,811**
Federal funds	**SB 5540 5(2)**	**-7,622**
Public Transit		
Other funds	**SB 5540 4(12)**	**-150,456**

Federal funds	**SB 5540 5(3)**	**-4,693**
Rail		
Other funds	**SB 5540 4(13)**	**-22,366**
Federal funds	**SB 5540 5(4)**	**-101,026**
Transportation Safety		
Other funds	**SB 5540 4(14)**	**-126,057**
Federal funds	**SB 5540 5(5)**	**-112,373**
Central Services		
Other funds	**SB 5540 4(15)**	**-15,432,922**
Federal funds	**SB 5540 5(6)**	**-1,316**

SECTION 146. This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect July 1, 2017.

Passed by House July 5, 2017

.....
Timothy G. Sekerak, Chief Clerk of House

.....
Tina Kotek, Speaker of House

Passed by Senate July 6, 2017

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

HB 5006 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Devlin

Joint Committee On Ways and Means

Action Date:	07/03/17
Action:	Do pass the A-Eng bill.
Senate Vote	
Yeas:	11 - DeBoer, Devlin, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, Roblan, Steiner Hayward, Winters
Nays:	1 - Thomsen
House Vote	
Yeas:	7 - Gomberg, Holvey, Huffman, Nathanson, Rayfield, Smith Warner, Williamson
Nays:	1 - McLane
Exc:	3 - Smith G, Stark, Whisnant
Prepared By:	Laurie Byerly and Gregory Jolivette, Legislative Fiscal Office
Reviewed By:	Paul Siebert, Legislative Fiscal Office

Emergency Board
2017-19

Various Agencies
2015-17

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Emergency Board			
General Fund - General Purpose	-	$ 50,000,000	$ 50,000,000
General Fund - Special Purpose Appropriations			
State Agencies for state employee compensation	-	$ 100,000,000	$ 100,000,000
State Agencies for non-state worker compensation	-	$ 10,000,000	$ 10,000,000
Reduction to SB 505 special purpose appropriation	-	$ (600,000)	$ (600,000)
ADMINISTRATION PROGRAM AREA			
Department of Administrative Services			
General Fund	-	$ 9,091,000	$ 9,091,000
General Fund Debt Service	-	$ (4,962,907)	$ (4,962,907)
Lottery Funds	-	$ 180,000	$ 180,000
Lottery Funds Debt Service	-	$ (2,317,505)	$ (2,317,505)
Other Funds	-	$ 23,939,750	$ 23,939,750
Other Funds Debt Service	-	$ 1,080,828	$ 1,080,828
Advocacy Commissions Office			
General Fund	-	$ 10,471	$ 10,471
Employment Relations Board			
General Fund	-	$ (29,574)	$ (29,574)
Other Funds	-	$ (16,497)	$ (16,497)
Oregon Government Ethics Commission			
Other Funds	-	$ (28,614)	$ (28,614)
Office of the Governor			
General Fund	-	$ (525,236)	$ (525,236)
Lottery Funds	-	$ (138,447)	$ (138,447)
Other Funds	-	$ (110,630)	$ (110,630)
Oregon Liquor Control Commission			
Other Funds	-	$ (1,458,427)	$ (1,458,427)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Public Employees Retirement System,			
Other Funds	-	$ (2,508,616)	$ (2,508,616)
Racing Commission			
Other Funds	-	$ (89,929)	$ (89,929)
Department of Revenue			
General Fund	-	$ (5,581,902)	$ (5,581,902)
General Fund Debt Service	-	$ (6,870,670)	$ (6,870,670)
Other Funds	-	$ 7,676,661	$ 7,676,661
Secretary of State			
General Fund	-	$ (346,704)	$ (346,704)
Other Funds	-	(1,030,747)	$ (1,030,747)
Federal Funds	-	$ (472,720)	$ (472,720)
State Library			
General Fund	-	$ 128,123	$ 128,123
Other Funds	-	$ (137,871)	$ (137,871)
Federal Funds	-	$ (1,625)	$ (1,625)
State Treasurer			
General Fund	-	$ 1,013,497	$ 1,013,497
Other Funds	-	$ (1,557,357)	$ (1,557,357)
CONSUMER AND BUSINESS SERVICES PROGRAM AREA			
State Board of Accountancy			
Other Funds	-	$ (56,046)	$ (56,046)
Chiropractic Examiners Board			
Other Funds	-	$ (51,085)	$ (51,085)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Consumer and Business Services			
Other Funds	-	$ (5,252,286)	$ (5,252,286)
Federal Funds	-	$ (475,260)	$ (475,260)
Construction Contractors Board			
Other Funds	-	$ (461,875)	$ (461,875)
Board of Dentistry			
Other Funds	-	$ (38,848)	$ (38,848)
Health Related Licensing Boards			
Other Funds	-	$ (83,199)	$ (83,199)
Bureau of Labor and Industries			
General Fund	-	$ (127,909)	$ (127,909)
Other Funds	-	$ (278,736)	$ (278,736)
Federal Funds	-	$ (960)	$ (960)
Licensed Professional Counselors and Therapists. Board of			
Other Funds	-	$ (24,871)	$ (24,871)
Licensed Social Workers, Board of			
Other Funds	-	$ (25,841)	$ (25,841)
Medical Board			
Other Funds	-	$ (345,981)	$ (345,981)
Board of Nursing			
Other Funds	-	$ (450,604)	$ (450,604)
Board of Pharmacy			
Other Funds	-	$ (261,147)	$ (261,147)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Psychologist Examiners Board			
Other Funds	-	$ (26,589)	$ (26,589)
Public Utility Commission			
Other Funds	-	$ (1,156,876)	$ (1,156,876)
Federal Funds	-	$ (6,858)	$ (6,858)
Real Estate Agency			
Other Funds	-	$ (276,826)	$ (276,826)
Tax Practitioners Board			
Other Funds	-	$ (18,835)	$ (18,835)
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA			
Oregon Business Development Department			
General Fund	-	$ 3,628,465	$ 3,628,465
General Fund Debt Service	-	$ (1,481,045)	$ (1,481,045)
Lottery Funds	-	$ (247,934)	$ (247,934)
Lottery Funds Debt Service	-	$ (1,410,613)	$ (1,410,613)
Other Funds	-	$ 151,174,323	$ 151,174,323
Other Funds Nonlimited	-	$ 30,000,000	$ 30,000,000
Federal Funds	-	$ (13,232)	$ (13,232)
Employment Department			
Other Funds	-	$ (3,490,798)	$ (3,490,798)
Federal Funds	-	$ (4,403,080)	$ (4,403,080)
Housing and Community Services Department			
General Fund	-	$ 21,433,916	$ 21,433,916
General Fund Debt Service	-	$ 2,640,239	$ 2,640,239
Lottery Funds	-	$ 350,000	$ 350,000
Other Funds	-	$ 25,972,449	$ 25,972,449
Federal Funds	-	$ (7,227,385)	$ (7,227,385)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Department of Veterans' Affairs			
General Fund	-	$ (136,724)	$ (136,724)
Lottery Funds	-	$ -	$ -
Other Funds	-	$ (140,617)	$ (140,617)
Federal Funds	-	$ -	$ -
EDUCATION PROGRAM AREA			
Department of Education			
General Fund	-	$ (1,685,086)	$ (1,685,086)
General Fund Debt Service	-	$ (1,587,898)	$ (1,587,898)
Other Funds	-	$ 270,433,393	$ 270,433,393
Federal Funds	-	$ (957,295)	$ (957,295)
State School Fund			
General Fund	-	$ (30,372,945)	$ (30,372,945)
Lottery Funds	-	$ 12,465,745	$ 12,465,745
Other Funds	-	$ 17,907,200	$ 17,907,200
Higher Education Coordinating Commission			
General Fund	-	$ 8,532,950	$ 8,532,950
General Fund Debt Service	-	$ (13,840,783)	$ (13,840,783)
Lottery Funds Debt Service	-	$ (73,975)	$ (73,975)
Other Funds	-	$ 6,614,787	$ 6,614,787
Federal Funds	-	$ (430,293)	$ (430,293)
Chief Education Office			
General Fund	-	$ (369,306)	$ (369,306)
Teacher Standards and Practices			
Other Funds	-	$ (214,668)	$ (214,668)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
HUMAN SERVICES PROGRAM AREA			
Commission for the Blind			
General Fund	-	$ (41,304)	$ (41,304)
Other Funds	-	$ (11,467)	$ (11,467)
Federal Funds	-	$ (157,969)	$ (157,969)
Oregon Health Authority			
General Fund	-	$ (59,956,387)	$ (59,956,387)
General Fund Debt Service	-	$ 4,001	$ 4,001
Lottery Funds	-	$ (4,617)	$ (4,617)
Other Funds	-	$ 71,374,612	$ 71,374,612
Federal Funds	-	$ (9,456,614)	$ (9,456,614)
Department of Human Services			
General Fund	-	$ (8,487,786)	$ (8,487,786)
General Fund Debt Service	-	$ 10,521,010	$ 10,521,010
Other Funds	-	$ 45,175,634	$ 45,175,634
Federal Funds	-	$ 138,153,153	$ 138,153,153
Long Term Care Ombudsman			
General Fund	-	$ (272,509)	$ (272,509)
Other Funds	-	$ (2,593)	$ (2,593)
Psychiatric Security Review Board			
General Fund	-	$ (33,233)	$ (33,233)
JUDICIAL BRANCH			
Judicial Department			
General Fund	-	$ (7,171,498)	$ (7,171,498)
General Fund Debt Service	-	$ (2,555,411)	$ (2,555,411)
Other Funds	-	$ 195,971,790	$ 195,971,790

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Commission on Judicial Fitness and Disability			
General Fund	-	$ (577)	$ (577)
Public Defense Services Commission			
General Fund	-	$ 1,060,699	$ 1,060,699
LEGISLATIVE BRANCH			
Legislative Administration Committee			
General Fund	-	$ 4,109,449	$ 4,109,449
General Fund Debt Service	-	$ (445,481)	$ (445,481)
Other Funds	-	$ 239,358	$ 239,358
Other Funds Debt Service	-	$ (28,305)	$ (28,305)
Legislative Assembly			
General Fund	-	$ (1,324,394)	$ (1,324,394)
Legislative Commission on Indian Services			
General Fund	-	$ (1,750)	$ (1,750)
Legislative Counsel			
General Fund	-	$ (232,754)	$ (232,754)
Other Funds	-	$ (59,154)	$ (59,154)
Legislative Fiscal Office			
General Fund	-	$ (183,583)	$ (183,583)
Other Funds	-	$ (124,420)	$ (124,420)
Legislative Revenue Office			
General Fund	-	$ (18,516)	$ (18,516)
Legislative Policy and Research Office			
General Fund	-	$ (45,374)	$ (45,374)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
NATURAL RESOURCES PROGRAM AREA			
State Department of Agriculture			
General Fund	-	$ (1,066,655)	$ (1,066,655)
Lottery Funds	-	$ (231,617)	$ (231,617)
Other Funds	-	$ (2,054,053)	$ (2,054,053)
Federal Funds	-	$ (388,340)	$ (388,340)
Columbia River Gorge Commission			
General Fund	-	$ 24,081	$ 24,081
State Department of Energy			
Other Funds	-	$ (538,561)	$ (538,561)
Federal Funds	-	$ (72,012)	$ (72,012)
Department of Environmental Quality			
General Fund	-	$ (352,190)	$ (352,190)
Lottery Funds	-	$ (77,348)	$ (77,348)
Other Funds	-	$ (3,614,762)	$ (3,614,762)
Federal Funds	-	$ (461,243)	$ (461,243)
State Department of Fish and Wildlife			
General Fund	-	$ 182,646	$ 182,646
Lottery Funds	-	$ (167,378)	$ (167,378)
Other Funds	-	$ (3,153,172)	$ (3,153,172)
Federal Funds	-	$ (3,058,576)	$ (3,058,576)
Department of Forestry			
General Fund	-	$ (1,201,103)	$ (1,201,103)
General Fund Debt Service	-	$ (410,919)	$ (410,919)
Lottery Funds Debt Service	-	$ (5,594)	$ (5,594)
Other Funds	-	$ 96,885,643	$ 96,885,643
Other Funds Debt Service	-	$ 79,996	$ 79,996
Federal Funds	-	$ (495,371)	$ (495,371)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Department of Geology and Mineral Industries			
General Fund	-	$ (104,725)	$ (104,725)
Other Funds	-	$ (141,422)	$ (141,422)
Federal Funds	-	$ (65,496)	$ (65,496)
Department of Land Conservation and Development			
General Fund	-	$ (395,929)	$ (395,929)
Other Funds	-	$ (1,373)	$ (1,373)
Federal Funds	-	$ (108,803)	$ (108,803)
Land Use Board of Appeals			
General Fund	-	$ 266	$ 266
Oregon Marine Board			
Other Funds	-	$ (335,800)	$ (335,800)
Federal Funds	-	$ (1,373)	$ (1,373)
Department of Parks and Recreation			
Lottery Funds	-	$ (1,881,005)	$ (1,881,005)
Lottery Funds Debt Service	-	$ (895,019)	$ (895,019)
Other Funds	-	$ 3,232,341	$ 3,232,341
Federal Funds	-	$ (7,925)	$ (7,925)
Department of State Lands			
General Fund	-	$ 5,000,000	$ 5,000,000
Other Funds	-	$ 11,149,657	$ 11,149,657
Federal Funds	-	$ (3,183)	$ (3,183)
Water Resources Department			
General Fund	-	$ (748,813)	$ (748,813)
Lottery Funds Debt Service	-	$ (2,078,875)	$ (2,078,875)
Other Funds	-	$ 21,943,095	$ 21,943,095
Federal Funds	-	$ -	$ -

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Watershed Enhancement Board			
Lottery Funds	-	$ (205,451)	$ (205,451)
Federal Funds	-	$ (1,136)	$ (1,136)
PUBLIC SAFETY PROGRAM AREA			
Department of Corrections			
General Fund	-	$ (23,762,896)	$ (23,762,896)
General Fund Debt Service	-	$ 1,268,059	$ 1,268,059
Other Funds	-	$ 272,630	$ 272,630
Federal Funds	-	$ (10,323)	$ (10,323)
Oregon Criminal Justice Commission			
General Fund	-	$ (87,794)	$ (87,794)
Other Funds	-	$ (1,137)	$ (1,137)
Federal Funds	-	$ (3,503)	$ (3,503)
District Attorneys and their Deputies			
General Fund	-	$ (23,359)	$ (23,359)
Department of Justice			
General Fund	-	$ (3,386,309)	$ (3,386,309)
General Fund Debt Service	-	$ 3,235,629	$ 3,235,629
Other Funds	-	$ 15,825,892	$ 15,825,892
Federal Funds	-	$ 29,064,361	$ 29,064,361
Oregon Military Department			
General Fund	-	$ 932,333	$ 932,333
General Fund Debt Service	-	$ (802,765)	$ (802,765)
Other Funds	-	$ 5,245,172	$ 5,245,172
Federal Funds	-	$ (1,156,392)	$ (1,156,392)

Budget Summary*	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Oregon Board of Parole			
General Fund	-	$ (340,944)	$ (340,944)
Oregon State Police			
General Fund	-	$ (2,667,382)	$ (2,667,382)
Lottery Funds	-	$ (240,268)	$ (240,268)
Other Funds	-	$ (26,542)	$ (26,542)
Federal Funds	-	$ (142,526)	$ (142,526)
Department of Public Safety Standards and Training			
Other Funds	-	$ (1,183,157)	$ (1,183,157)
Federal Funds	-	$ 464,466	$ 464,466
Oregon Youth Authority			
General Fund	-	$ (4,902,061)	$ (4,902,061)
General Fund Debt Service	-	$ 1,925,787	$ 1,925,787
Other Funds	-	$ 567,980	$ 567,980
Federal Funds	-	$ (218,984)	$ (218,984)
TRANSPORTATION PROGRAM AREA			
Department of Aviation			
Other Funds	-	$ (39,973)	$ (39,973)
Federal Funds	-	$ (1,538)	$ (1,538)
Department of Transportation			
General Fund	-	$ (389,942)	$ (389,942)
General Fund Debt Service	-	$ (1,037,553)	$ (1,037,553)
Lottery Funds Debt Service	-	$ (6,039,258)	$ (6,039,258)
Other Funds	-	$ (1,415,838)	$ (1,415,838)
Other Funds Debt Service	-	$ 10	$ 10
Federal Funds	-	$ (227,030)	$ (227,030)

Budget Summary*

	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
2017-19 Budget Summary			
General Fund Total	-	$ 58,172,743	$ 58,172,743
General Fund Debt Service	-	$ (14,400,707)	$ (14,400,707)
Lottery Funds Total	-	$ 9,801,680	$ 9,801,680
Lottery Funds Debt Service	-	$ (12,820,839)	$ (12,820,839)
Other Funds Total	-	$ 939,304,527	$ 939,304,527
Other Funds Debt Service	-	$ 1,132,529	$ 1,132,529
Other Funds Nonlimited	-	$ 30,000,000	$ 30,000,000
Federal Funds Total	-	$ 137,654,935	$ 137,654,935

*** Excludes Capital Construction**

	2015-17 Legislatively Approved Budget	2015-17 Committee Recommendation	Committee Change
2015-17 Supplemental Appropriations			
Commission on Judicial Fitness and Disability			
General Fund	-	$ 35,000	$ 35,000
Department of Transportation			
Other Funds	-	$ 45,500,000	$ 45,500,000
Federal Funds	-	$ 8,100,000	$ 8,100,000

2017-19 Position Summary

	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
ADMINISTRATION PROGRAM AREA			
Department of Administrative Services			
Authorized Positions	-	6	6
Full-time Equivalent (FTE) positions	-	6.00	6.00
Public Employees Retirement System			
Authorized Positions	-	1	1
Full-time Equivalent (FTE) positions	-	0.92	0.92
Department of Revenue			
Authorized Positions	-	33	33
Full-time Equivalent (FTE) positions	-	9.00	9.00
State Treasurer			
Authorized Positions	-	2	2
Full-time Equivalent (FTE) positions	-	2.34	2.34
CONSUMER AND BUSINESS SERVICES PROGRAM AREA			
Consumer and Business Services			
Authorized Positions	-	11	11
Full-time Equivalent (FTE) positions	-	9.68	9.68
Bureau of Labor and Industries			
Authorized Positions	-	3	3
Full-time Equivalent (FTE) positions	-	2.50	2.50
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA			
Housing and Community Services Department			
Authorized Positions	-	3	3
Full-time Equivalent (FTE) positions	-	0.75	0.75

2017-19 Position Summary

	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
HUMAN SERVICES PROGRAM AREA			
Oregon Health Authority			
Authorized Positions	-	63	63
Full-time Equivalent (FTE) positions	-	51.46	51.46
Department of Human Services			
Authorized Positions	-	113	113
Full-time Equivalent (FTE) positions	-	74.33	74.33
JUDICIAL BRANCH			
Judicial Department			
Authorized Positions	-	4	4
Full-time Equivalent (FTE) positions	-	2.00	2.00
NATURAL RESOURCES PROGRAM AREA			
Oregon Department of Agriculture			
Authorized Positions	-	(1)	(1)
Full-time Equivalent (FTE) positions	-	(1.00)	(1.00)
Department of Fish and Wildlife			
Authorized Positions	-	6	6
Full-time Equivalent (FTE) positions	-	5.33	5.33
Department of Forestry			
Authorized Positions	-	4	4
Full-time Equivalent (FTE) positions	-	3.50	3.50
Department of State Lands			
Authorized Positions	-	1	1
Full-time Equivalent (FTE) positions	-	1.00	1.00

2017-19 Position Summary	2015-17 Legislatively Approved Budget	2017-19 Committee Recommendation	Committee Change
Water Resources Department			
Authorized Positions	-	1	1
Full-time Equivalent (FTE) positions	-	1.00	1.00
PUBLIC SAFETY PROGRAM AREA			
Department of Justice			
Authorized Positions	-	68	68
Full-time Equivalent (FTE) positions	-	54.99	54.99
Oregon Military Department		2	2
Authorized Positions	-	2.00	2.00
Full-time Equivalent (FTE) positions	-		
Oregon State Police			
Authorized Positions	-	27	27
Full-time Equivalent (FTE) positions	-	25.32	25.32

Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the May 2017 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 HB 3470, plus other actions to reduce state agency expenditures.

Summary of Capital Construction Subcommittee Action

HB 5006 appropriates General Fund to the Emergency Board for general purpose and targeted special purpose appropriations, and makes other adjustments to individual agency budgets 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 $50 million General Fund to the Emergency Board for general purposes.

HB 5006 makes two special purpose appropriations to the Emergency Board, totaling $110 million General Fund; the bill also adjusts a special purpose appropriation already approved in a different bill:

- $100 million General Fund for state employee compensation changes.
- $10 million General Fund for allocation to state agencies for compensation changes driven by collective bargaining for workers who are not state employees.
- Reduces the special purpose appropriation made by SB 505 for costs associated with the requirement to record grand jury proceedings, by $600,000 General Fund. The budget for the Judicial Department is increased by this amount.

If these special purpose appropriations are not allocated by the Emergency Board before December 1, 2018, any remaining funds become available to the Emergency Board for general purposes.

Adjustments to Approved 2017-19 Agency Budgets

STATEWIDE ADJUSTMENTS

Statewide adjustments reflect budget changes in multiple agencies based on reductions in Department of Administrative Services assessments and charges for services, Attorney General rates, certain services and supplies, and additional vacancy savings expected as a result of a hiring slowdown. Statewide adjustments also reflect net reductions to debt service realized through interest rate savings on bond sales and refunding of outstanding general obligation and lottery revenue bonds. Total savings are $135.8 million General Fund, $16.7 million Lottery Funds, $105.5 million Other Funds, and $35.6 million Federal Funds.

Specific adjustments include $126 million total funds savings from implementing a hiring slowdown implemented across all three branches of government; $25 million in General Fund and Lottery Funds savings from eliminating most inflation on services and supplies implemented across all three branches of government; $9.3 million total funds from a 10% reduction to travel in Executive Branch agencies to implement the Governor's previously announced cost containment effort; $68 million total funds reduction from lower Department of Administrative Services assessments and service rates; and $13 million total funds from lower Attorney General rates.

Section 145 of the budget bill reflects the changes, as described above, for each agency. These adjustments are not addressed in the individual agency narratives, although they are included in the table at the beginning of the budget report.

ADMINISTRATION

Department of Administrative Services

The Subcommittee approved various one-time General Fund appropriations to the Department of Administrative Services (DAS) for the following purposes:

- $1,895,000 for disbursement to the Rogue River Valley Irrigation District for the Bradshaw Drop Irrigation Canal project to pipe over three miles of irrigation canal to conserve water and provide pressurized water to district patrons.
- $1,836,000 for disbursement to the City of John Day to extend a fiber optic line along US 395 from US 20 to John Day.
- $1,000,000 for disbursement to the JPR Foundation, Inc. for the Holly Theater restoration project in Medford.
- $1,000,000 for disbursement to the Deschutes Rim Clinic Foundation for the Rim Health Clinic in Maupin to supplement capacity at the current facility.
- $750,000 for disbursement to the Medford Youth Baseball Society for improvements at Harry and David Baseball Park.
- $500,000 for disbursement to the City of Mosier for a joint use facility, encompassing a city hall, main fire station, and multi-use community space to be built on land donated by Union Pacific Railroad.
- $500,000 for disbursement to the Oregon Wine Board for marketing and increasing the market access of Oregon produced wine.
- $420,000 for disbursement to the City of John Day for operations of a public safety answering point through the 2017-19 biennium.
- $400,000 for disbursement to the Greater Portland YWCA for the Family Preservation Project.
- $250,000 for disbursement to the Southern Oregon Veterans Benefit organization for construction of a replica of the Vietnam Memorial Traveling Wall.
- $200,000 for disbursement to the Mid-Columbia Health Foundation for a hospital modernization and expansion project involving a regional rural community hospital in The Dalles that was built in 1859.
- $50,000 for disbursement to the World of Speed organization as transition funding for the High School Automotive Career Technical Education program as the organization seeks other support for the program.
- $50,000 for disbursement to the Family YMCA of Marion and Polk Counties for the YMCA Youth and Government program.
- $50,000 for disbursement to the Bag and Baggage Productions, a professional theater located in Hillsboro, for its Cultural Innovation Project involving the purchase and installation of a 360 degree digitally immersive projection system.
- $40,000 for disbursement to the Cities of Turner, Aumsville, and Salem, for use as flood mitigation planning match.

A total of $28,177,202 Other Funds expenditure limitation was added by the Subcommittee for the one-time cost of issuance and special payments associated with the disbursement of proceeds from Lottery Bond sales; projects are detailed below and approved in SB 5530. Cost of issuance for these projects totals $707,200. There is no debt service allocated in the 2017-19 biennium, as the bonds will not be sold until the

spring of 2019. Total debt service on all the projects described below is estimated at a total of $4,743,599 Lottery Funds for the 2017-19 biennium and $47,153,969 over the life of the bonds.

- $12,235,018 Other Funds for disbursement to the YMCA of Marion and Polk counties for construction of a new YMCA facility in Salem.
- $6,125,396 Other Funds for disbursement to the Eugene Civic Alliance to redevelop the site of the former Civic Stadium into a community sports and recreation complex.
- $2,050,587 Other Funds for disbursement to the Gresham Redevelopment Commission for the construction of an innovation and workforce training center in the Rockwood neighborhood in Gresham.
- $2,050,587 Other Funds for disbursement to the Family Nurturing Center (Rogue Valley Children's Relief Nursery) to purchase and rehabilitate affordable housing adjacent to the Center's campus.
- $1,042,655 Other Funds for disbursement to the Cascade AIDS Project for the acquisition and renovation of a primary care and mental health center for the lesbian, gay, bisexual, transgender, queer, and other minority gender identities and sexual orientation community.
- $1,041,303 Other Funds for disbursement to the City of Independence for the Independence Landing Revitalization Project.
- $1,041,303 Other Funds for disbursement to Klamath County for construction of the Klamath Youth Inspiration Program residential treatment center in Klamath Falls.
- $1,041,303 Other Funds for disbursement to the City of Woodburn to develop a community center in Woodburn.
- $784,922 Other Funds for disbursement to The Dalles Civic Auditorium Preservation Commission to continue reconstruction of The Dalles Civic Auditorium theater.
- $764,128 Other Funds for disbursement to the City of Spray to construct a public safety and emergency services center, which includes fire protection and emergency medical services.

The Subcommittee approved two one-time increases to existing subsidy programs funded through the DAS budget: $150,000 General Fund was added to the special payments made to the Oregon Historical Society, increasing its total state support in 2017-19 to $900,000 General Fund. The Subcommittee also approved increasing the 2017-19 special payments to county fairs by $180,000 Lottery Funds, which provides county fairs with a total of $3,828,000 Lottery Funds in 2017-19.

To complete projects approved in SB 5506, the capital construction bill, the Subcommittee approved the establishment of five limited duration Project Manager 2 positions (5.00 FTE) and one limited duration Project Manager 3 position (1.00 FTE) within the DAS Planning and Construction Management program. This is position establishment authority only, as all position costs will be charged against project funding.

The Subcommittee approved $1,080,818 in additional Other Funds Debt Service to support repayment of Article XI-Q General Obligation bond proceeds approved in SB 5505 for renovations at the Portland State Office Building, and an Other Funds expenditure limitation increase of $214,000 for the cost of issuance of the bonds.

Public Employees Retirement System

An Other Funds expenditure limitation increase of $209,443 was approved by the Subcommittee, which supports one permanent full-time Principal Executive Manager G (0.92 FTE) to serve as the agency's Chief Financial Officer, with the understanding that the agency competitively recruit for, and hire, a Certified Public Accountant for this position.

Department of Revenue

The Subcommittee approved funding for the final project phase to replace most of the agency's core information technology systems (Core Systems Replacement project). The final phase includes: Timber tax; electrical cooperative tax; rail car tax; gas and oil production tax; County Assessment Funding Assistance; Green Light; Non-profit homes; court fines and assessments; and revenue accounting. The scheduled implementation date is November 13, 2017.

The Subcommittee approved $8,383,109 of Other Funds expenditure limitation and the establishment of 32 limited duration positions (8.00 FTE), which is to be mostly financed with Article XI-Q bonds approved in SB 5505 ($4,781,944). Project revenues also include an estimated $3,501,165 in bond proceeds that were authorized and issued during the 2015-17 biennium, but remained unexpended, and $100,000 of state marijuana tax revenue. The Department of Administrative Services is directed to unschedule $276,599 of Other Funds expenditure limitation associated with the Core Systems Replacement project, which may be rescheduled upon the approval of the Legislative Fiscal Office.

The Subcommittee appropriated $1,000,000 General Fund for vendor contract maintenance costs to support the ongoing maintenance of the vendor product after installation and $60,000 General Fund for non-bondable expenditures related to the project; these are one-time costs that should be phased out for 2019-21.

To support repayment of Article XI-Q General Obligation bond proceeds approved in SB 5505 for the project, the Subcommittee appropriated $796,311 in additional General Fund Debt Service and added $73,056 Other Funds expenditure limitation for the cost of issuance of the bonds.

The Subcommittee increased the General Fund appropriation by $276,906 and Other Funds expenditure limitation by $24,079 for one permanent full-time Principal Executive Manager F position (1.00 FTE) to restore funding for the agency's Finance Manager position, a long-term vacancy that was eliminated in SB 5535, with the understanding that the agency competitively recruit for, and fill, this position.

To balance available revenues with Other Funds expenditure limitation, the Subcommittee decreased Other Funds expenditure limitation by $187,277 for services and supplies in the Property Tax Division.

The Subcommittee increased Other Funds expenditure limitation by $244,058 for services and supplies in the Marijuana Program. Of the increase, $200,000 is for a remodel of the cash transaction space in the Salem headquarters building. This will bring the total estimated project

costs to $1.33 million, of which $1 million will be funded during the 2017-19 biennium. This is a one-time expense. The remaining $44,058 is for services and supplies approved by the Emergency Board in May of 2016.

Oregon Advocacy Commissions Office

To restore a reduction in services and supplies included in the budget bill for the Oregon Advocacy Commissions Office (SB 5501), the Subcommittee approved $17,000 General Fund.

State Library

The Subcommittee approved a $197,488 General Fund appropriation to restore a reduction to the Ready to Read Grant program included in the budget bill for the State Library (HB 5018). The Ready to Read Grant program provides grants to public libraries for early literacy services and summer reading programs.

State Treasurer

For the Oregon Retirement Savings Board, the Subcommittee increased General Fund by $1,056,224 and established three permanent full-time positons (2.84 FTE) for additional implementation work. The positons are: one permanent full-time Operations and Policy Analyst 4 to serve as a Public Engagement Manager (1.00 FTE); one permanent full-time Operations and Policy Analyst 3 to serve as a Compliance Manager (0.92 FTE); and one permanent full-time Executive Support Special 1 (0.92 FTE). The Subcommittee abolished one permanent part-time Program Analyst 1 position, a long-term vacant position (-0.50 FTE). A General Fund appropriation is required to fund the Board's operating expenses until the Retirement Savings Plan Administrative Fund has sufficient revenue to support the Board. General Fund expenditures are to be repaid with future administrative fees.

CONSUMER AND BUSINESS SERVICES

Department of Consumer and Business Services

The Subcommittee approved an increase in Other Funds expenditure limitation of $154,056 for the Department of Consumer and Business Services (DCBS), Division of Financial Regulation and authorized the establishment of a limited duration Operation and Policy Analyst 3 position (0.88 FTE). This position will support work required by the passage of HB 2391, which requires DCBS to establish a reinsurance program for individual and group health insurance policies. The position will assist existing staff at the agency with the additional rulemaking process required to establish the reinsurance program and with the application to the US Department of Health and Human Services for a 1332 waiver to implement the Oregon Reinsurance Program.

The Subcommittee approved an increase in Other Funds expenditure limitation of $1,748,149 for the DCBS Building Codes Division and the establishment of 10 positions (8.80 FTE). Three of the positions, two Operations and Policy Analyst 3 and a Professional Engineer 2, are for building code development. These positions will provide policy and technical research, analysis, and subject matter expertise related to developing statewide standards, and provide support on special projects related to statewide consistency and uniformity within the building

code. Two Administrative Specialist 2 positions will support analysts, engineers, and subject matter experts in the process of statewide code development, and facilitate and coordinate on special projects, permit services, and project tracking. Two Plans Examiner 2 positions will provide technical expertise and support to special projects, by reviewing plans and specifications for those projects and providing additional support to operational programs in the Pendleton and Coos Bay field offices. One Structural and Mechanical Inspector, a Plumbing Inspector, and one Electrical Inspector will provide field support for site-built construction in the Pendleton and Coos Bay field offices.

Bureau of Labor and Industries

General Fund in the amount of $413,787 is added to the budget of the Bureau of Labor and Industries for anticipated investigatory and enforcement provisions related to the passage of SB 828. The funding supports a permanent Civil Rights Field Representative (0.75 FTE), and a Permanent Compliance Specialist (0.75 FTE). In addition, funding to support a limited duration Training and Development Specialist 2 position (1.00 FTE) is also included; this position will develop notice materials for posting in the work place, and provide employer training opportunities on the new requirements.

ECONOMIC AND COMMUNITY DEVELOPMENT

Oregon Business Development Department

The Subcommittee established a one-time $1,650,000 General Fund appropriation for the Arts Commission to distribute grants to the following cultural institutions in the following amounts:

- APANO Cultural Center - $300,000
- Benton County Historical Society & Museum - Corvallis Museum - $500,000
- Cottage Theatre Expansion - $125,000
- High Desert Museum - By Hand Through Memory Exhibit - $125,000
- Liberty Theatre Foundation - Theatre Restoration in La Grande - $200,000
- Oregon Coast Council for the Arts - Newport Performing Arts Center - $300,000
- Portland Institute of Contemporary Art - Capital Campaign NE Hancock $100,000

The Subcommittee established a one-time $2,000,000 General Fund appropriation for a grant to the Crescent Sanitary District to support a sewer system/wastewater treatment facility project. To supplement support for the Regional Accelerator Innovation Network (RAIN), the Subcommittee increased the one-time Lottery Funds expenditure limitation by $500,000. With the expenditure increase in this bill, total support in the budget for RAIN will total $1,000,000. The Subcommittee also established a one-time Other Funds expenditure limitation of $3,000,000 to support operating and research expenses of the Oregon Manufacturing Innovation Center (OMIC). The source of these funds are moneys transferred from the Connect Oregon Fund in the Department of Transportation. With the expenditure increase in this bill, support in the Oregon Business Development Department budget for OMIC operations will total $6.6 million of combined Lottery Funds and Other Funds expenditures.

The Subcommittee increased Other Funds expenditures for distribution of bond proceeds authorized in SB 5505 and SB 5530, and HB 2278 (2015 Session). These expenditures include expenditures for the following projects for the following amounts:

- Seismic Rehabilitation Grants - $120 million total, including $100 million for school facilities and $20 million for emergency services facilities.
- Port of Coos Bay - Channel Deepening Project - $15,000,000
- Oregon Manufacturing Innovation Center Roads - $3,390,000
- City of Sweet Home - Wastewater Treatment Plant Upgrade - $2,000,000
- Crescent Sanitary District Sewer System - $3,000,000
- Portland Art Museum 0 Connection Campaign - $1,000,000
- Eugene Ballet Company - Midtown Arts Center - $700,000
- Friends of the Oregon Caves & Chateau - Balcony Restoration Project - $750,000
- Regional Solutions - $1

Regarding Regional Solutions, SB 5530 authorizes $4 million of lottery bond proceeds for the Regional Infrastructure Fund for Regional Solutions projects. After the Department presents a funding request with identified Regional Solutions projects, the Legislature or Emergency Board will increase the Other Funds expenditure limitation to allow funding of the approved projects. The expenditure limitation applies solely to lottery bond proceeds received in the 2017-19 biennium. Proceeds from previously issued bonds that have been transferred to the Regional Infrastructure Fund, and any earnings in the Fund, are not subject to the $1 expenditure limitation.

The Subcommittee also increased Nonlimited Other Funds expenditures by $30 million for distribution of lottery bond proceeds authorized for the Special Public Works Fund. The $30 million include $20 million for adding capital to the base Fund, and $10 million restricted to levee projects.

Other Funds expenditures are increased by a total of $2,746,249 to pay costs of issuing the general obligation and lottery revenue bonds authorized for the above projects. Proceeds of bonds are used to finance these costs.

Finally, the General Fund appropriation for debt service is increased by $2,836,985 to pay 2017-19 biennium debt service costs for approved Seismic Rehabilitation Grant bonds. This supports debt service costs for $25 million of seismic school bonds, and $10 million of seismic emergency services facility bonds, issued in spring 2018. The remaining seismic bonds, and all lottery bonds authorized for projects in this budget, will be issued in spring 2019, and related debt service will not be paid until the 2019-21 biennium.

Housing and Community Services Department

The Housing and Community Services Department budget is adjusted by the Subcommittee as follows:

Local Innovation and Fast Track (LIFT) housing program - Other Funds expenditure limitation is increased by $1,090,000 attributable to the cost of issuance for $80 million in Article XI-Q Bonds for affordable housing development; the housing developed with the bonds will be targeted to low income individuals and families. It is assumed that this investment will result in an additional 1,200 - 1,500 units of new housing, depending on economic factors and the extent to which the program is modified (specifically, to include single family home ownership). Expenditure limitation for a period of six years for the project amount ($80 million) is in SB 5506. Administration of the $80 million in additional bond proceeds drives the need for additional expenditure limitation and General Fund support in the 2017-19 biennium, as follows: Two limited duration Loan Specialist positions (0.75 FTE) and two permanent Compliance Specialist positions (1.00 FTE) are authorized to add appropriate underwriting and project monitoring for affordable housing units developed through the LIFT housing program, as authorized by the 2017 Legislative Assembly. The compliance specialist positions are funded through fees charged to the projects, while the loan specialists are supported by General Fund. Finally, General Fund of $3.4 million is appropriated for debt service, assuming half of the total authorized amount ($40 million) is issued in the spring of 2018.

Preservation of Affordable Housing - Other Funds expenditure limitation in the amount of $25,395,235 is included to enable the Housing and Community Services Department (HCSD) to expend lottery bond proceeds for preservation of affordable housing. Of this amount, $25 million is attributable to project costs, and $395,235 is related to cost of issuance. Eligible projects for which these funds can be expended will be defined by HCSD and include activities such as: multi-family rental properties where at least 25% of the units are subsidized by a project-based rental assistance contract through the USDA Rural Development or the US Department of Housing and Urban Development; existing manufactured housing communities and affordable housing units to be acquired by a mission-based non-profit organization, resident cooperative, tenants' association, housing authority, or local government; existing multifamily projects with affordability restrictions in need of rehabilitation and contract renewal; and public housing projects undergoing a preservation transaction which involves a comprehensive recapitalization and which will secure ongoing rental subsidies.

Oregon Foreclosure Avoidance Program - General Fund of $1.3 million is included for the program. This 2017-19 funding is intended to be the final installment for the program, with the expectation that HCSD will cease administration and payment reimbursement by June 30, 2019, or the time at which funds are fully expended, whichever comes first.

Emergency Housing Account and State Homeless Assistance Program - An additional $13,200,000 General Fund is added to the Emergency Housing Account (EHA) program, and an additional $6,800,000 General Fund is included for the State Homeless Assistance Program (SHAP). These are one-time enhancements that bring the total 2017-19 budget for EHA to $27,893,832 (a 93% increase over the 2015-17 legislatively approved budget) and SHAP to $12,226,228 (a 129% increase over the 2015-17 legislatively approved budget).

Oregon Commission for Voluntary Action and Service - Federal Funds expenditure limitation is reduced by $7.1 million and one position (1.00 FTE) to reflect funding associated with transfer of administration of the Commission from HCSD to the Office of the Governor. The statutory changes to accomplish the transfer of the program are included in HB 3470.

Measure 96 Lottery Funds Allocation - Lottery Funds expenditure limitation, attributable to the 2016 passage of Measure 96, in the amount of $350,000 is added for emergency housing assistance to veterans, as provided through the Emergency Housing Account program. The funds are allocated to the Department in SB 140. A budget note in HB 5012 (the HCSD budget bill) directs HCSD and the Department of Veterans' Affairs to report back to the Joint Committee on Ways and Means in February 2018 with advice on strategic investments of available funds that will result in long-term housing stability for veterans.

Oregon Department of Veterans' Affairs

The Subcommittee approved increasing Other Funds expenditure limitation by $310,000 for costs of issuance on Article XI-Q general obligation bonds authorized in SB 5505 for a parking lot at the Lebanon Veterans' Home, an educational and daycare facility at The Dalles Veterans' Home, and a new veterans' home in Roseburg. Costs of issuance will be paid with bond proceeds. Bonds are scheduled to be sold in spring 2019, with debt service of $2.2 million General Fund in the 2019-21 biennium.

Due to the shortage of nurses and medical technicians in the City of Roseburg and Douglas County that would be required to staff the approved Veterans' Home, the Subcommittee adopted the following budget note:

Budget Note:

The Oregon Department of Veterans' Affairs, in collaboration with the Oregon Health Authority and the Oregon State Board of Nursing, is directed to convene a rural medical training facilities workgroup that will investigate issues related to alleviating a shortage of skilled and experienced nurses and medical technicians in the City of Roseburg and in Douglas County. Representatives from the City of Roseburg, Douglas County, local hospital or medical facilities, including the Roseburg VA Medical Center, and local medical practitioners with experience in training nursing and medical technician students should be included in the workgroup membership. The workgroup should consider issues related to establishing a medical training facility in partnership with local academic programs and methods of reintegrating veterans who are transitioning out of military service into society through higher education and career training. The Department shall report the results of the workgroup and recommendations to the Legislature by September 15, 2018.

EDUCATION

State School Fund

The Subcommittee approved a decrease of $30,372,945 General Fund and an increase of $12,465,745 Lottery Funds for the State School Fund, which reflects the balancing of available Lottery Funds across the entire state budget. In addition, Other Funds expenditure limitation was

increased by $17,907,200 to account for the total amount of Marijuana revenues dedicated to the State School Fund. Overall, the net change to the State School Fund is zero from the $8.2 billion included in SB 5517, the State School Fund budget bill.

Department of Education

The Subcommittee approved $480,517 General Fund for debt service on Article XI-Q bonds sold for deferred maintenance projects at the Oregon School for the Deaf. The bond proceeds will be used to address long standing deferred maintenance issues including replacement or repair of roofs ($2.5 million) and various improvements ($1.8 million) to address accessibility issues at the facility necessary to comply with the Americans with Disabilities Act (ADA). For the sale of Article XI-P bonds for the Oregon School Capital Improvement Matching program, $100 million Other Funds expenditure limitation is included. The XI-P bonds will be sold later in the biennium, so no debt service is required. For both the sale of XI-Q bonds for the Oregon School for the Deaf and the Article XI-P bonds for school district facilities, an increase of $1,052,442 in Other Funds expenditure limitation is included for the issuance costs of the bonds.

An Other Funds expenditure limitation of $170.0 million is included for payments to school districts under Ballot Measure 98. A $170 million General Fund appropriation was made in SB 5516, the budget bill for the Oregon Department of Education, but payments out of the new High School Graduation and College and Career Readiness Fund must be budgeted as an Other Funds expenditure under the language of Ballot Measure 98 and for accounting practices.

Higher Education Coordinating Commission

The Subcommittee approved an increase of $6,831,534 in Other Funds expenditure limitation for the Higher Education Coordinating Commission (HECC) for the issuance costs of general obligation bonds sold for public universities and community colleges. These include both Article XI-G and XI-Q bonds for the seven public universities and Article XI-G bonds for community colleges.

A General Fund appropriation of $1.2 million was approved for a one-time grant to Eastern Oregon University for the construction of a new dedicated technology infrastructure equipment facility. This facility will be the campus hub for communications and network infrastructure. Also approved was $490,000 General Fund for a one-time grant to Oregon State University for the renovation of the Graduate and Research Center at the Cascades Campus in Bend. This will create office space for teaching and research at the campus as it offers new programs and courses.

An additional $5.3 million General Fund was approved for the Oregon Promise program which provides financial assistance to recent high school graduates with tuition waivers or subsidies at a community college. The increase, along with $34.7 million General Fund included in the HECC budget bill (SB 5524), brings 2017-19 funding for this program to $40 million General Fund. At this funding level, the Commission will need to implement policies limiting participation, including restricting program eligibility based on Earned Family Contribution. The intent is to "grandfather" in the first year's students who started in the program during the 2016-17 academic year under the former requirements and implement any changes for those students who start during or after the fall quarter of the 2017-18 academic year. SB 1032 will include authority for HECC to limit the number of Oregon Promise participants by setting a maximum Earned Family Contribution for program eligibility.

The Subcommittee also approved a budget note related to community colleges:

> **Budget Note:**
> The Higher Education Coordinating Commission shall convene a workgroup to develop recommendations for enabling community colleges to offer an associate's degree that is completed in coordination with credits earned in registered apprenticeship or training programs that are at least four years long. The commission shall report their findings and recommendations to the appropriate legislative interim committee.

For College Possible, the Subcommittee approved a one-time $350,000 General Fund appropriation to HECC for a one-time grant to the organization. This program provides mentoring, coaching, and other assistance to low income students to encourage them to go to college and help them apply for college and financial aid.

One-time funding for two Agricultural Experiment Station positions are added in this bill. One is located at the Hermiston Agricultural Research and Extension Center for potato research and one is at the North Willamette Research and Extension Center. The costs are $260,000 and $120,000 General Fund, respectively. Funding for the Renewable Energy Center at the Oregon Institute of Technology was approved in the amount of $500,000 General Fund.

The Subcommittee approved one-time funding for two projects through Oregon State University resulting, in part, from the work of the Oregon Shellfish Task Force. The first is $570,000 General Fund for the Molluscan Broodstock program at the Hatfield Marine Science Center in conjunction with the Whiskey Creek Shellfish Hatchery. The second project is $280,000 General Fund for monitoring the effects of ocean acidification and conducting ocean acidification research at the Whiskey Creek Shellfish Hatchery.

HUMAN SERVICES

Oregon Health Authority

HB 5006 includes $10,000,000 General Fund for costs related to treating Hepatitis C - Stage 2 for members of the Oregon Health Plan (OHP). Coverage is already included for Stages 3 and 4. It is estimated that roughly 3,200 OHP members have Hepatitis C at Stage 2, and if all these members pursue treatment, the 2017-19 estimated cost is about $21.6 million General Fund. The agency will include data on current treatment patterns and costs in its first 2017-19 rebalance, and may need to request additional funding during the 2018 legislative session. A portion of this funding is expected to be one-time, as the existing OHP population is treated and only new cases will need treatment in the following biennium.

The Subcommittee approved $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 $1,000,000 General Fund was

added for the same purpose for eligible individuals through the Women, Infants and Children Program. Both program enhancements are one-time.

Additional one-time Tobacco Master Settlement Agreement (TMSA) resources of $63,250,000 are available because of a series of legal settlements. Other Funds expenditure limitation is increased for OHP by $63,250,000, and General Fund is reduced by a like amount. Other TMSA resources in the OHP budget include funding that had previously been used for tobacco prevention and cessation programs. The Subcommittee approved the following budget note:

> **Budget Note:**
> The Oregon Health Authority, in collaboration with the Tobacco Reduction Advisory Committee, shall make recommendations to the Public Health Advisory Board on reductions to the Tobacco Prevention and Education Program, based on the loss of Tobacco Master Settlement Agreement (TMSA) funding, that reflects best practices for tobacco control, to minimize programmatic disruption. The Oregon Health Authority shall report to the Legislature the impact of the loss of TMSA funding to tobacco prevention in Oregon, across state and local programs, health communications, tobacco cessation, and data and evaluation.

In order to balance to the final revenue forecast, an additional $375,000 of recreational marijuana proceeds are expected to be distributed to the Oregon Health Authority (OHA) for alcohol and drug prevention and treatment programs. Other Funds expenditure limitation is increased by $375,000 and General Fund is reduced by that same amount.

HB 5006 reduces General Fund by $401,413 for the Oregon State Hospital, and reduces one FTE. SB 65 consolidates all persons found guilty except for insanity of a felony and committed to the Oregon State Hospital, under the jurisdiction of the Psychiatric Security Review Board. As a result, the State Hospital Review Panel (SHRP) will no longer be needed after June 30, 2018. The Subcommittee approved $3,226,060 General Fund for rural provider incentive programs. This is funding that was mistakenly taken out of the current service level at Governor's Budget.

HB 5006 increases General Fund by $10,000 to make the necessary changes to the Medicaid Management Information System (MMIS) to ensure that children who are placed in substitute care are enrolled in a coordinated care organization (CCO). This would apply to children in the legal custody of the Department of Human Services, and eligible for medical assistance. The new MMIS coding would allow a child who changes placement to remain in the original CCO until the transition of the child's care to another CCO has been completed.

The bill includes $196,111 Other Funds expenditure limitation and one position (0.75 FTE) to implement HB 3440, which will open up the Prescription Drug Monitoring Program to out-of-state practitioners. This will create additional workload as the program will need to implement and manage a process of auditing out-of-state users' credentials and use of the system.

To support the ongoing DHS effort to develop and implement an integrated eligibility system, now called the ONE Integrated Eligibility and Medicaid Eligibility (ONE IE & ME), the Subcommittee approved $322,233 General Fund, $13,595,873 Other Funds expenditure limitation,

$1,306,605 Federal Funds expenditure limitation, and 62 positions (51.71 FTE); 41 of the positions are limited duration. The 21 permanent positions are associated with a core need for legacy system integration, as well as system maintenance and operations.

Department of Human Services

The Subcommittee approved $1,300,000 General Fund, on a one-time basis, to increase funding for the Oregon Hunger Response Fund, which is a 26.2% increase from the 2015-17 funding level. This additional support will help the Oregon Food Bank, through its 20 regional food banks, acquire and distribute a higher volume of food to over 950 local agencies.

Another adjustment in the Self Sufficiency program is a change to a budget reduction included in SB 5526, the primary budget bill for the Department of Human Services (DHS). Instead of a $3.4 million General Fund reduction in the Temporary Assistance for Needy Families (TANF) program, which affected households with a Non-Needy Caretaker Relative, the Subcommittee decreased funding in the Employment Related Day Care program by $3.4 million General Fund, which reduces the caseload by about 200 cases.

Regarding TANF, the DHS budget approved in SB 5526, assumes $22.2 million in General Fund cost avoidance related to program restrictions that have been in place since the 2009-11 biennium; this requires statutory date changes that are included in HB 3470. In addition, $60.0 million General Fund in TANF program caseload savings was used to help balance the agency-wide budget. These savings were due to the projected 2017-19 caseload decreasing by more than 3,000 families between the fall 2016 and spring 2017 caseload forecasts. The Subcommittee noted that, ideally, TANF savings would be retained within the TANF program to help improve services to families and client outcomes. To help institute this practice, the Subcommittee approved the budget note set out below.

> **Budget Note:**
> During the 2017-19 biennium, after each biannual caseload forecast, the Department of Human Services is directed to calculate any General Fund or Federal Funds savings resulting from a decrease in the TANF caseload below the level assumed in the 2017-19 legislatively adopted budget. As part of its first rebalance report to or request of the Legislature following that calculation, the agency will present a proposal for directing any savings to either increase the TANF grant amount or invest in the JOBS program.

For the Intellectual and Developmental Disabilities (IDD) program, the Subcommittee discussed the need to ensure individuals with IDD receive information about all service setting options. Accordingly, DHS is directed to present to all adults with IDD the option to receive in-home services as described in ORS 427.101(3)b. The Subcommittee also approved the following budget note related to IDD group homes:

> **Budget Note:**
> The Department of Human Services will convene a workgroup to review rules and statutes regarding substantiated abuse findings, fines, and enforcement for Intellectual and Developmental Disability (IDD) group homes. The workgroup shall include representation from IDD providers, clients served in the IDD system, employees working in IDD group homes, and other stakeholders. The workgroup shall report

their findings and recommended statutory changes to the appropriate legislative interim policy committees no later than February 1, 2018. The workgroup shall discuss and report on:

- Recommendations for rule or statutory changes to abuse definitions and substantiated abuse findings.
- A review of current enforcement statutes and recommended changes that result in consistent applications of fines across the IDD group home system.
- Recommendations for mandatory minimum fines for substantiated abuse.

The Subcommittee approved funding for the continued development and implementation of an integrated eligibility system, now called the ONE Integrated Eligibility and Medicaid Eligibility (ONE IE & ME) project. This effort will integrate eligibility determinations for DHS programs; Non-MAGI Medicaid, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Employment Related Day Care (ERDC); into the OregonONEligibility (ONE) system used by OHA.

While a 2017-19 funding request was always expected, the 2017-19 cost estimate for the project has increased over the budget development timeframe; the current project estimate and approved amount for 2017-19 is $203,272,716 total funds. (The former estimate for 2017-19 spending was $132.0 million total funds). This budget includes: state staff costs of $42.3 million; $128.2 million for contracted information technology services; $21.0 million for software costs and hosting charges; $2.2 million for training; and $9.5 million for debt service. Cost allocation, contingencies, legacy system integration work, and payments to OHA for its project work are accounted for in these estimates. The state staffing component consists of 113 positions (74.33 FTE) and primarily supports business analytics and training activities; 88 positions (50.83 FTE) are limited duration.

The bulk of the project budget, at $146.3 million or 72% of 2017-19 costs, is supported by Federal Funds; this is due to enhanced federal funding for the project. Some of that higher match expires on December 31, 2018, but the Medicaid portion at a 90% federal/10% state share does not have a set end date. The current project timeline and updated budget estimates account for these match rates. General Fund supports $11.5 million of project costs and debt service; the bulk of the state share will be covered by $45.0 million in proceeds from Article XI-Q bonds.

In SB 5505, the Joint Ways and Means Subcommittee on Capital Construction approved $34,045,000 Article XI-Q bonds to finance $33,523,000 of project costs and $522,000 for costs of issuing the bonds. The Subcommittee also approved additional funding of $11,477,000 for this project through the repurposing of bond proceeds originally issued for the Oregon Military Department (OMD).

The Joint Legislative Committee on Information Management and Technology (JLCIMT) reviewed the project on May 25, 2017, and recommended incremental, conditional approval of the project and set out detailed next steps in its recommendation, which was adopted. In addition to completion of 26 specific actions, the recommendation requires a minimum of two progress reports to JLCIMT; one in September 2017 and another in February 2018. The agency will also work closely with and regularly report project status to the Office of the State Chief Information Officer (OSCIO) and the Legislative Fiscal Office (LFO) throughout the project's lifecycle. It is likely additional formal reporting may

be required by JCLIMT or interim budget committees, depending on agency progress and any need to address project or budget issues flagged by LFO or OSCIO. The Subcommittee approved the project with the understanding that the funding will be unscheduled until LFO and the Chief Financial Office of the Department of Administrative Services approve rescheduling; agency compliance with the JLCIMT recommendations will be key to making funding available.

Since this project will result in eligibility determinations for multiple programs in both OHA and DHS being done through one system, to perform these determinations most efficiently, eligibility functions (responsibility for the work and staffing) from both agencies will be centralized at DHS. The following budget note was approved by the Subcommittee:

Budget Note:

The Department of Human Services and the Oregon Health Authority are currently planning to centralize eligibility processing at DHS in the fall of 2017. DHS has begun an assessment of current processes and will need 9-12 months to complete a comprehensive assessment and business plan that meets Medicaid requirements. DHS will report to the Interim Joint Committee on Ways and Means by June 30, 2018, and will include in its report a plan to increase jobs in rural Oregon including the option of outsourcing, in order to provide the highest quality, most efficient and cost effective Medicaid enrollment services to Oregonians.

JUDICIAL BRANCH

Judicial Department

The Subcommittee increased General Fund for the Judicial Department by $600,000, and established four full-time positions (2.00 FTE) for additional workloads associated with an increased number of preliminary hearings anticipated as a result of SB 505. SB 505 requires grand jury proceeding to be recorded. A special purpose appropriation in SB 505 to the Emergency Board for additional costs associated with the measure was reduced by the same amount.

The Subcommittee also established a $1,200,000 General Fund appropriation to provide a grant to Clackamas County for planning costs associated with a project to replace the county's courthouse. The county must spend at least an equal amount of matching funds for planning costs. The provision of this support does not establish a commitment or expectation for any additional state support for the capital project.

The Subcommittee added Other Funds expenditures to the budget associated with the authorization, in SB 5505, of Article XI-Q bonds for grants and capital construction projects. This limitation will allow the Judicial Department to provide grants to counties for courthouse capital construction projects through the Oregon Courthouse Capital Construction and Improvement Fund (OCCCIF), and pay costs associated with issuing the bonds for both the OCCCIF grants, and for capital construction projects approved in SB 5506. A $195.2 million Other Funds limitation is established for the OCCCIF, for transfer of $97.6 million of Article XI-Q proceeds, and an equal amount of county matching funds, for the following two county courthouse replacement projects:

- Multnomah County Courthouse - $185.2 million (including $92.6 million of bond proceeds) for the Multnomah County Courthouse replacement project. The funds will permit the county to complete construction of the courthouse project. With these moneys, the state will have provided a total of $125 million of bond proceeds for the project over a three-biennium period.
- Lane County Courthouse - $10 million (including $5 million of bond proceeds) for the Lane County Courthouse replacement project. These funds will provide support for planning and development of the project. With these moneys, the state will have provided a total of $6.4 million of bond proceeds for the project over a two-biennium period. The provision of this support does not establish a commitment or expectation for any additional state support for the capital project.

Other Funds expenditures were increased by $1,235,000 for costs of issuing Article XI-Q bonds for the OCCCIF-supported projects, and for two capital construction projects approved in SB 5506. Proceeds of bonds are used to finance these costs.

Finally, the Subcommittee established a distinct Other Funds expenditure limitation for the State Court Technology Fund (SCTF), and transferred $17,942,354 from the Operations expenditure limitation to the newly established SCTF expenditure limitation. The SCTF receives revenues from court filing fees, charges for technology services, and the Criminal Fine Account, and its use is restricted to providing support state court electronic systems.

Public Defense Services Commission

The Subcommittee approved a $1,800,000 increase in General Fund for the Professional Services Account. This appropriation brings total General Fund support for the program to the current service level. The Professional Services Account finances the costs of all trial-level and certain appellate-level public defense services.

LEGISLATIVE BRANCH

Legislative Administration Committee

General Fund of $5,145,277 for Legislative Administration was approved by the Subcommittee for security enhancements to the Oregon State Capitol. The increased funds include: $20,000 for a mass communication system, $528,000 for third party monitoring services, and $4,597,277 for security cameras and networks, independent distribution facility (network closet) upgrade, safety film installation, garage gate replacement, and other security needs.

The Subcommittee also approved $906,053 General Fund for debt service on Article XI-Q bonds sold for the Capitol Accessibility, Maintenance, and Safety project. Bonds are scheduled to be sold in spring 2018. In addition, Other Funds expenditure limitation was increased by $239,358 for costs of issuance on the bonds, which will be paid with bond proceeds.

NATURAL RESOURCES

Department of Agriculture

In the Agricultural Development and Marketing program, the Subcommittee reduced General Fund by $250,000 due to elimination of a marketing position. This action eliminates one of three permanent full-time positions added to the program during the 2011-13 biennium to increase economic activity in the agriculture sector.

Columbia River Gorge Commission

The Subcommittee added $24,081 General Fund to the Columbia River Gorge Commission budget to match the amount provided by the State of Washington as required by interstate compact; $14,686 of the increase is provided for the Joint Expenses Program and the remaining $9,395 is for Commissioner Expenses.

Department of Environmental Quality

The Subcommittee approved a $500,000 one-time General Fund appropriation to complete an inventory of non-road diesel engines with the expectation that DEQ would use a third-party contractor to conduct a state-wide and multi-sector inventory of non-road diesel engines currently in use by private and public fleets for the purposes of informing and refining air quality models. This inventory is expected to be completed no later than May 1, 2019. To ensure the survey results are representative of the statewide inventory, data collection shall be conducted using a mix of sampling techniques, including, but not limited to whole fleet inventories (census style counts), representative sampling of fleets by fleet-size, and industry surveying. Results and assumptions should be verified using existing relevant and complementary data, such as fuel use and business asset data collected by county tax assessors. The Department is to consult with interested stakeholders during various phases of the inventory work including, but not limited to, prior to releasing the inventory request-for-proposal and upon the development of preliminary results. The Department shall make the results of this inventory available to interested stakeholders but only in aggregate form.

Department of Fish and Wildlife

The Subcommittee approved three General Fund increases for the Department of Fish and Wildlife (ODFW) totaling $1,325,000 for several program changes. First, $425,000 General Fund was added to fund a permanent Natural Resources Specialist 5 position to serve as the Department's Sage Grouse Mitigation Program Coordinator. Approximately $175,000 of the $425,000 is for professional services contracts to assist in implementation of the sage grouse mitigation program. Next, $250,000 General Fund was added to restore and make permanent two positions (1.67 FTE) to work on the Integrated Water Resources Strategy involving water flows necessary to maintain fish habitat and in-stream water rights consultations. In addition, it is expected that the positions would also examine the need for a sediment study of the lower Rogue River. Finally, $650,000 General Fund was added to restore three of the five permanent full-time positions eliminated from the Western Oregon Stream Program as part of the General Fund reductions taken in HB 5018, the ODFW budget bill. The three positions that were restored work in Clackamas, Roseburg, and Tillamook. Along with the funding for position costs, $40,839 was added for services and supplies.

The Subcommittee also established a one-time Other Funds expenditure limitation of $215,000 for the cost of issuance of Article XI-Q General Obligation bonds approved in SB 5505 for repairs and capital improvements at ODFW facilities.

Department of Forestry

The Subcommittee approved a $57,568 increase in the General Fund appropriation made to the Oregon Department of Forestry (ODF) for the payment of debt service on General Obligation bonds issued for the replacement of a shared facility at Toledo. The Subcommittee also approved an increase in Other Funds expenditure limitation of $1,114,991 to accommodate the payment of $79,991 for debt service and $50,000 in bond issuance costs related to bonds issued for the Toledo facility; the remaining $985,000 is for the cost of issuance of Certificates of Participation related to the Elliott State Forest.

In addition, the Subcommittee approved the establishment of an Other Funds expenditure limitation for ODF, in the amount of $100 million, for the payment, from the net proceeds from the sale of Certificates of Participation, of monies to finance the release of all or a portion of the Elliott forest from restrictions resulting from ownership of that forest by the Common School Fund, or to compensate the Common School Fund for the preservation of non-economic benefits of the forest through the imposition, transfer, or sale of restrictions such as easements, use requirements or restrictions, or other methods that preserve non-economic benefits of the forest for the public such as recreation, aesthetics, wildlife or habitat preservation, or other environmental and quality of life considerations.

For the initial work required for the development of a federal Habitat Conservation Plan (HCP), the Subcommittee approved a $300,000 increase in Other Funds expenditure limitation pursuant to an agreement with the Department of State Lands for the development of the plan. ODF will use this funding to establish four limited duration positions (3.50 FTE) including a project leader, a HCP coordinator, a threatened and endangered species coordinator, and a data manager/analyst to work with federal agencies to develop a Request for Proposal to complete all the technical work needed for completing the HCP. The Department is also expected to apply for a federal grant to help with the cost of developing the Environmental Impact Statement required for completion of the HCP. It is anticipated that the agency will seek additional expenditure limitation once the remaining project costs are better known.

Land Use Board of Appeals

For the Land Use Board of Appeals, the Subcommittee added $11,650 General Fund to reclassify a position from Executive Support Specialist I to Executive Support Specialist II.

Department of Parks and Recreation

The Subcommittee approved an increase in the Other Funds expenditure limitation for the Oregon Department of Parks and Recreation of $5,111,682 for the expenditure of lottery bond proceeds for the Oregon Main Street Revitalization program. The funding will be used to provide competitive grants to organizations participating in the Oregon Main Street Network. The program focuses on projects that acquire, rehabilitate, and construct buildings on properties in designated downtown areas and facilitate community revitalization leading to additional private

investment, job creation or retention, expansion or establishment of viable businesses, or creating a stronger tax base. The expenditure limitation increase includes $111,682 for bond issuance costs.

Department of State Lands

For work related to the Elliott State Forest, the Subcommittee established an Other Funds expenditure limitation of $3,985,377 and the establishment of a Project Manager 3 position (1.0 FTE). Specifically, $1,608,930 of the total is for paying costs associated with a custodial forest management contract for the Elliott State Forest. Under the contract, the manager will be responsible for four primary tasks: maintaining road systems for safe public access and fire protection activities; ensuring compliance with all applicable laws; conducting reforestation activities to comply with Oregon's Forest Practices Act; and providing general forest management and oversight. The manager will be the first point of contact for any questions; responsible for identifying problems specific to the property and coordinating with local officials and DSL as necessary; and manage access to the property and coordinate proper disposal of trash and removal of abandoned property.

Other components include $608,000 for estimated cost of fire patrol assessments to be paid to the Oregon Department of Forestry (ODF) for wildfire protection, $268,447 for a Project Manager 3 position (1.00 FTE) that will provide general coordination for the Elliott Forest as well as providing project management for the Portland Harbor Superfund Site and Goble cleanup site. Also included is $1,500,000 for development of a federal Habitat Conservation Plan (HCP) and an Environmental Impact Statement (EIS). The HCP development will be via an agreement with ODF; that agency will lead the collaborative work with other state, federal, and private entities. The initial ODF work is anticipated to cost $300,000, the remaining $1,200,000 is to be administratively unscheduled until a better estimate of the total cost to develop the HCP and EIS can be established. ODF anticipates that it will apply for federal grant funding for at least a portion of the cost to develop the EIS.

The Subcommittee approved $5,000,000 General Fund for the Department of State Lands to deposit into the Portland Harbor Cleanup Fund established in SB 5530; after deposit (payment), the money is available to be spent as Other Funds. In SB 5530, $3,000,000 in lottery bond proceeds is also allocated for deposit into the Cleanup Fund. To spend the $8,000,000 total subsequently available, a new $8,000,000 Other Funds expenditure limitation is established. To pay costs associated with the issuance of the lottery bonds, the Subcommittee approved an increase in Other Funds expenditure limitation of $57,587.

Monies in the Cleanup Fund are for the coordination and participation in any contracts or agreements relating to or arising out of the Portland Harbor Superfund Site that may include investigation of baseline conditions, investigation of key sediment sites, potential infrastructure needs related to contaminated sediments, development and administration of a comprehensive data management system for the site, satisfaction of obligations under any settlement or administrative order, work required by the United States Environmental Protection Agency in connection with the site, and other activities directly related to minimizing the state's liability for costs related to the Portland Harbor Superfund Site.

Water Resources Department

The Subcommittee approved a General Fund appropriation of $333,677 for the Water Resources Department (WRD) to fund two Assistant Watermaster positions and an Office Specialist position in Umatilla County, in the Pendleton and Milton-Freewater offices. The former Umatilla

County positions were authorized in the agency's primary budget bill (SB 5542) using Other Funds expenditure limitation of $433,677. This action assumed Umatilla County would be covering the cost of the positions via contract with WRD. However, available county resources are projected to be able to provide only $100,000 of this amount, so General Fund will cover the remaining cost. To complete the fundshift, the Subcommittee also approved a $333,677 reduction in Other Funds expenditure limitation.

To support pilot programs in several locations throughout the state, the Subcommittee approved an increase of $203,870 General Fund and the establishment of a limited duration, Natural Resource Specialist 4 position (1.00 FTE). The Department was allocated $750,000 in lottery bond proceeds during the 2015-17 biennium to make grants and provide technical assistance to local governments to establish place-based water resource planning pilot programs. Of that grant funding, $600,000 is carried forward into the 2017-19 biennium; $56,000 of that amount remains unobligated. The position authorized by the Subcommittee is a continuation of the limited duration position that was established in the prior biennium to assist in the administration of the program and the distribution of the grant funding.

The Subcommittee approved an increase of $1,547,235 Other Funds expenditure limitation for making grants, loans, or providing technical assistance for feasibility studies, and for the payment of bond issuance costs from lottery bond sale proceeds deposited into the Water Conservation, Reuse, and Storage Investment Fund. Of the amount allocated to the Fund, $47,235 is for the payment of bond issuance costs.

For water supply projects, the Subcommittee approved a total increase of $21,075,301 Other Funds expenditure limitation for making grants, loans, and paying the cost of bond issuance from lottery bond proceeds deposited into the Water Supply Development Fund established under section 3, chapter 784, Oregon Laws 2013. At $15,000,000, the bulk of the additional limitation provided for the expenditure of net bond proceeds allocated to the fund is for Water Supply Development grants and loans to evaluate, plan, and develop in-stream and out-of-stream water development projects that repair or replace infrastructure to increase the efficiency of water use; provide new or expanded water storage; improve or alter operations of existing water storage facilities in connection with newly developed water; create new, expanded, improved, or altered water distribution, conveyance, or delivery systems in connection with newly developed water; allocate federally stored water; promote water reuse or conservation; provide streamflow protection or restoration; provide for water management or measurement in connection with newly developed water; and, determine seasonally varying flows in connection with newly developed water. To pay for bond issuance costs, $375,301 Other Funds expenditure limitation is needed.

The remaining expenditure limitation approved by the Subcommittee is for three specific projects that, while comporting to the other requirements of grants made from the Water Supply Development Fund, are not subject to any application process, public benefit scoring, or ranking. The projects and amounts are:

- City of Carlton, Panther Creek Reservoir sediment reduction and water storage capacity increase project - $2,500,000
- City of Carlton, Finished water supply line loss reduction project - $2,000,000
- Santiam Water Control District, Mill Creek Corporate Center irrigation conversion and efficiency project - $1,200,000

PUBLIC SAFETY

Department of Corrections

To purchase two new transport buses to replace vehicles at the end of their service life, the Subcommittee approved a one-time appropriation of $708,788 General Fund in the Department of Corrections' Operations Division.

The Subcommittee approved an increase in Other Funds expenditure limitation of $721,466 for cost of issuance of $39,215,000 in Article XI-Q bonds authorized in SB 5506 for the Department of Corrections' deferred maintenance program and for technology infrastructure upgrades. Bonds will be issued in May 2018 and in March 2019.

The agency's General Fund appropriation for debt service was increased by $1,926,252 for new debt service estimated to be paid in 2017-19. Debt service for bonds issued in 2017-19 is estimated to be $7,616,448 General Fund in 2019-21.

Oregon Department of Justice

The Subcommittee approved $16,573,792 Other Funds expenditure limitation for project costs, which is to be financed with $16,267,633 of Article XI-Q bonds approved in SB 5505 and $306,159 in bond proceeds that were authorized and issued during the 2015-17 biennium but remained unexpended. The Subcommittee also approved $32,136,210 Federal Funds expenditure limitation and the establishment of 32 permanent full-time positions (23.81 FTE). This includes personal services of $5.8 million and services and supplies of $43.0 million. The amount for services and supplies includes $35.8 million total funds of contractor payments for: project management, including organization change management services; implementation; independent quality assurance; and independent verification and validation.

Unless otherwise approved by the Legislature or the Emergency Board, the positions budgeted for the project are established as permanent full-time 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 CSEAS program (i.e., CSEAS summary cross reference) and may not be transferred to any other program or used for any purpose other than the development of the CSEAS project; and (c) the positions may not be included in any permanent finance plan action.

Other Funds expenditure limitation of $317,367 is included for the cost of issuance of the bonds. The Subcommittee appropriated $3,391,920 in additional General Fund Debt Service to support repayment of Article XI-Q General Obligation bond proceeds approved in SB 5505.

The Subcommittee approved $6,916,041 Other Funds expenditure limitation and 35 permanent full-time positions (30.80 FTE) for the Civil Enforcement Division - Child Advocacy Section to represent Child Welfare caseworkers in court and provide full access to legal representation, legal counsel, legal advice, litigation support, and training. The revenue to support this package was approved in SB 5526, the primary budget bill for the Department of Human Services (DHS). DHS will be billed by DOJ no more than $6.9 million for the increase in juvenile dependency workload using DOJ's traditional fee-for-service billing model. DOJ will also provide DHS with a monthly billing summary of the legal work performed. DOJ has committed to tracking quality assurance measures, including outcome measures.

Statewide implementation will be through a three-phase approach across all 36 counties: Phase-I will be completed by January 1, 2018 for: Benton; Coos; Gilliam; Grant; Hood River; Josephine; Lane; Lincoln; Linn; Morrow; Polk; Sherman; Tillamook; Wasco; and Wheeler Counties. Phase-II will be completed by July 1, 2018 for: Columbia; Crook; Deschutes; Douglas; Harney; Jackson; Jefferson; Klamath, Lake; Malheur; Umatilla; and Yamhill counties. Phase-III will be completed by January 1, 2019 for: Baker; Clackamas; Clatsop; Curry; Marion; Multnomah; Union; Washington; and Wallowa counties. The final implementation schedule, however, may change depending upon the needs of a specific county. Both DOJ and DHS will work collaboratively with county District Attorneys to ensure juvenile dependency cases are handled in a consistent and coordinated manner with as much continuity as possible throughout the legal proceedings.

This investment in legal services was, in part, the result of work completed by the Task Force on Legal Representation in Childhood Dependency, which was established by SB 222 (2015). While, due to limited General Fund resources, the Legislature was unable to fund most Task Force recommendations, the affected state agencies and legal partners are committed to continuing to work on system improvements. In recognition of this commitment, the Subcommittee approved the following budget note:

> **Budget Note**:
> The Department of Human Services, Department of Justice, Oregon Judicial Department, and Public Defense Services Commission shall work collaboratively, at both the state and local levels, to solicit input on, develop, and implement strategies to improve the effectiveness and efficiency of Oregon's juvenile dependency systems and to determine the appropriate level of legal services. Potential strategies should include standardizing forms, streamlining processes, conforming practices, and adopting administrative or court rules. The agencies are expected to identify and begin implementing strategies no later than July 1, 2018. Options for providing more effective and cost-efficient legal and other services should also be reviewed and analyzed. The agencies will submit a joint report on the progress of these efforts to the Interim Joint Committee on Ways and Means or the Emergency Board by October 2018. In addition, each agency shall include an update, in its budget presentation to the Joint Committee on Ways and Means during the 2019 session, on its specific roles, activities, strategies, and costs to improve the effectiveness and efficiency of Oregon's juvenile dependency system.

In addition, the Legislature, under separate legislation (HB 3470), extended the sunset on the provision authorizing DHS to appear as a party in a juvenile court proceeding without appearance of an Attorney General from June 30, 2018 to June 30, 2020 to accommodate the planned implementation schedule.

The Department of Administrative Services is directed to unschedule $4.0 million of the General Fund in the DHS budget and $4.0 million of the Other Funds expenditure limitation in the DOJ budget pending demonstration to the Legislative Fiscal Office that the work performed, billing, reporting, and communication between the agencies is consistent with the budget cap, implementation schedule, and service level expectations for the caseworker legal representation program.

For SB 243, the Subcommittee approved implementation costs of $123,932 Other Funds and established one permanent part-time Assistant Attorney General position (0.38 FTE) in DOJ's Civil Enforcement Division. The Division provides services to train caseworkers and certifiers on the new legal standard of abuse, advises Department of Human Services (DHS) in the preparation and adoption of administrative rules, as well as child protective services investigations, confidentiality laws, and release of records. The Division also provides advice and legal representation to DHS in all administrative appeals of those investigations and related certification actions for certified foster homes. The revenue source to fund this expense is legal service charges billed to DHS. The roll-up costs are estimated to be $89,084 Other Funds and one position (0.25 FTE) for the 2019-21 biennium.

The Subcommittee approved $500,000 General Fund to support Community Assessment Centers, as a one-time increase, in order to provide child abuse medical assessments. The funding will be administered through the Oregon Department of Justice, Crime Victims Services Division, as pass through funds distributed to the statewide Community Assessment Centers network association, which will ensure equitable distribution.

To support the Oregon Crime Victims Law Center, the Subcommittee also appropriated $175,000 General Fund as a one-time increase. This will bring total funding for the Law Center from the Department of Justice to $554,559, including $504,599 General Fund and $50,000 Other Funds; the latter is from the renewal of a state grant funded from punitive damage awards.

Oregon Military Department

The Subcommittee approved an increase in Other Funds expenditure limitation of $448,244 for cost of issuance of $23,730,000 in Article XI-Q bonds authorized in SB 5506 for three Regional Armory Emergency Enhancement projects in Salem, Newport, and Coos Bay; an Armory Service Life Extension project at the Grants Pass armory; and to re-issue bonds for the Regional Training Institute and Youth Challenge capital construction projects in 2017-19. Bonds are planned to be issued in October 2017, and in March 2019.

The agency's General Fund appropriation for debt service was decreased by $378,344 for debt service estimated to be paid in 2017-19 due to anticipated debt service savings. Debt service in 2019-21 for bonds issued in 2017-19 is estimated to be $4,305,134 General Funds.

The Subcommittee approved a one-time appropriation of $1,000,000 General Fund for construction of or repairs to the Oregon Military Museum at Camp Withycombe in Clackamas, Oregon.

To operationalize the provisions of HB 2687, the Subcommittee increased Other Funds expenditure limitation in the Oregon Military Department, Office of Emergency Management by $5,000,000 to capitalize the Resiliency Grant Fund, and increased Other Funds expenditure limitation by $70,000 to pay for the cost of bond issuance. Other Funds limitation is funded by the sale of Article XI-Q bonds authorized in SB 5506. The Subcommittee added $181,178 General Fund and increased Federal Funds expenditure limitation by $181,178 and approved two permanent positions (2.00 FTE) to administer the program and the grant-making process.

Department of Public Safety Standards and Training

The Department of Public Safety Standards and Training's Federal Funds expenditure limitation was increased by $469,566 to allow the expenditure of grant funds from the federal Assistance to Firefighters grant program on a new mobile fire training unit, to replace equipment at the end of its service life.

Oregon State Police

The Subcommittee increased Other Funds expenditure limitation in the Patrol Division by $2,521,711 to support the addition of six troopers and one sergeant (7.00 FTE) in the Capitol Mall Security Unit.

The Subcommittee approved $6,230,000 General Fund and established twenty sworn positions (18.32 FTE) to increase highway patrol coverage statewide, and to provide additional drug enforcement detectives in central and southern Oregon counties.

Oregon Youth Authority

To continue the installation of video monitoring systems to supplement the Oregon Youth Authority's sexual abuse prevention, detection, and response efforts for adherence to the US Prison Rape Elimination Act of 2003 (PREA), the Subcommittee approved a one-time appropriation of $771,000 General Fund.

The Subcommittee approved an increase in Other Funds expenditure limitation of $676,086 for cost of issuance of $39,995,000 in Article XI-Q bonds authorized in SB 5506 to remodel five living unit cottages at the MacLaren Youth Correctional Facility, to remodel two dormitory spaces at the Rogue Valley Youth Correctional Facility, and to undertake deferred maintenance projects in 2017-19. Bonds are planned to be issued in May 2018 and in March 2019.

The agency's General Fund appropriation for debt service was increased by $1,695,236 for new debt service estimated to be paid in 2017-19. Debt service for bonds issued in 2017-19 is estimated to be $6,104,546 General Fund in 2019-21.

TRANSPORTATION

Department of Transportation

Other Funds expenditure limitation for the Oregon Department of Transportation (ODOT) for the 2017-19 biennium is decreased by $406,813 as an adjustment to Central Services to account for the transfer of positions from ODOT to the Office of the State Chief Information Officer.

The Subcommittee approved an increase in Other Funds expenditure limitation in ODOT's Transportation Program Development section of $30 million in lottery bond proceeds for ConnectOregon VII. In addition, the Other Funds expenditure limitation is increased by $433,693 for cost of issuance expenses. There is no debt service in the 2017-19 biennium as the bonds will not be sold until the spring of 2019.

The Subcommittee approved an increase in Other Funds expenditure limitation in ODOT's Public Transit Program of $5 million in lottery bond proceeds for the Lane Transit District's expansion of the EmX Bus Rapid Transit network. In addition, the limitation is increased by $119,541 for cost of issuance expenses. There is no debt service in the 2017-19 biennium as the bonds will not be sold until the spring of 2019.

The Subcommittee approved an increase in Other Funds expenditure limitation in ODOT's Local Government Program of $2 million in lottery bond proceeds for City of Portland SW Capitol Highway safety improvements. In addition, the Other Funds expenditure limitation is increased by $50,587 for cost of issuance expenses. There is no debt service in the 2017-19 biennium as the bonds will not be sold until the spring of 2019.

Adjustments to 2015-17 Budgets

Commission on Judicial Fitness and Disability

The Subcommittee increased the 2015-17 biennium General Fund appropriation for extraordinary expenses by $35,000 to fund costs incurred for the investigation and prosecution of cases of judicial misconduct.

Oregon Department of Transportation

Other Funds expenditure limitation for the Oregon Department of Transportation for the 2015-17 biennium was increased by $45.5 million for Highway Division programs for costs associated with winter storms, implementation of an ADA-related settlement agreement, and for increased project payout.

Federal Funds expenditure limitation for the Oregon Department of Transportation for the 2015-17 biennium was increased by $8.1 million to complete commitments carried over from the 2013-15 biennium.

Enrolled
House Bill 5201

Sponsored by JOINT COMMITTEE ON WAYS AND MEANS

CHAPTER .....

AN ACT

Relating to state financial administration; creating new provisions; amending section 1, chapter 594, Oregon Laws 2017; repealing section 1, chapter 589, Oregon Laws 2017, section 2, chapter 594, Oregon Laws 2017, and section 21, chapter 655, Oregon Laws 2017; and declaring an emergency.

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

SECTION 1. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 562, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payments of expenses from lottery moneys allocated from the Parks and Natural Resources Fund to the State Department of Agriculture for the Oregon Plan, is increased by $846,821 for invasive pest eradication activities.

SECTION 2. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 562, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, and including federal funds for contract services, but excluding lottery funds and federal funds not described in section 2, chapter 562, Oregon Laws 2017, collected or received by the State Department of Agriculture, for market access, is decreased by $16,836.

SECTION 3. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 509, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Bureau of Labor and Industries, is increased by $275,000 for apprenticeship expansion and diversification efforts.

SECTION 4. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 506, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and moneys appropriated to the Employment Department by sections 2 and 3, chapter 506, Oregon Laws 2017, but excluding lottery funds and federal funds not described in section 2, chapter 506, Oregon Laws 2017, collected or received by the Employment Department, for unemployment insurance, business and workforce development and workforce and economic research, is increased by $5,574,000 for enhanced employment services provided to able-bodied adults without dependents.

SECTION 5. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 574, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for operations, from fees,

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moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter 574, Oregon Laws 2017, collected or received by the Housing and Community Services Department, is increased by $18,200,000 for shelter capacity and homelessness prevention services provided through the Emergency Housing Assistance program.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Housing and Community Services Department by section 1, chapter 574, Oregon Laws 2017, for the biennium ending June 30, 2019, is increased by $5,000,000 for shelter capacity and homelessness prevention services provided through the Emergency Housing Assistance program.

SECTION 6. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 574, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter 574, Oregon Laws 2017, collected or received by the Housing and Community Services Department, is increased by $125,000 for payments associated with the Rent Guarantee Program pursuant to ORS 456.608.

SECTION 7. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 574, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for operations, from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds from the United States Department of Housing and Urban Development for contract services, but excluding lottery funds and federal funds not described in section 2, chapter 574, Oregon Laws 2017, collected or received by the Housing and Community Services Department, is increased by $150,000 for payments from the Wildfire Damage Housing Relief Account pursuant to ORS 458.667.

SECTION 8. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (2), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for maintenance and emergency relief programs, is increased by $4,557,817.

SECTION 9. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (3), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for the preservation program, is increased by $19,014,074.

SECTION 10. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (4), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for the bridge program, is increased by $55,457,715.

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SECTION 11. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (5), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for the operations program, is increased by $39,791,394.

SECTION 12. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (6), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for the modernization program, is increased by $18,000,000.

SECTION 13. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (7), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for special programs, is increased by $14,584,061.

SECTION 14. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (8), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for the local government program, is increased by $14,690,000.

SECTION 15. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (9), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for driver and motor vehicle services, is increased by $450,014.

SECTION 16. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (11), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for transportation program development, is increased by $1,248,970.

SECTION 17. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (12), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and

federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for public transit, is increased by $52,156,432.

SECTION 18. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (14), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for transportation safety, is increased by $394,383.

SECTION 19. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (15), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for central services, is increased by $7,500,125.

SECTION 20. Section 1, chapter 589, Oregon Laws 2017, and section 21, chapter 655, Oregon Laws 2017, are repealed.

SECTION 21. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 98, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and proceeds of bonds issued pursuant to Article XI-P of the Oregon Constitution, but excluding lottery funds and federal funds, collected or received by the Department of Education, for matching grants made to school districts for construction or improvement to school facilities through the Oregon School Capital Improvement Matching program, is increased by $39,312,315.

SECTION 22. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (2), chapter 372, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Consumer and Business Services for the Senior Health Insurance Benefit Assistance program, is increased by $810,000.

SECTION 23. Notwithstanding any other law limiting expenditures, the amount of $1,157,514 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Consumer and Business Services, Division of Financial Regulation, for the planning and implementation of health insurance market reforms.

SECTION 24. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 375, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of State Lands for Common School Fund programs, is increased by $155,734 for the expenditure of Wetland Program federal grant funds.

SECTION 25. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 5 (1), chapter 592, Oregon Laws 2017, for the biennium ending June 30, 2019, for allocation to the State Forestry Department, is decreased by $2,000,000.

SECTION 26. Notwithstanding any other provision of law, the General Fund appropriation made to the State Forestry Department by section 1 (2), chapter 592, Oregon Laws 2017, for the biennium ending June 30, 2019, for fire protection, is increased by $26,194,224 for the payment of emergency firefighting costs, severity resources, district deductibles and interest expense associated with the 2017 forest fire season.

SECTION 27. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 592, Oregon Laws 2017, for the biennium

ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter 592, Oregon Laws 2017, collected or received by the State Forestry Department, for fire protection, is increased by $22,743,921 for the payment of emergency firefighting costs associated with the 2017 forest fire season.

SECTION 28. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Secretary of State by section 1 (1), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Administrative Services Division, is increased by $343,094.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Secretary of State by section 1 (2), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Elections Division, is decreased by $375,745.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Secretary of State, for the Administrative Services Division, is decreased by $37,839.

(4) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Secretary of State, for the Audits Division, is decreased by $49,522.

(5) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Secretary of State, for the Archives Division, is decreased by $16,420.

(6) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Secretary of State, for the Corporation Division, is decreased by $24,073.

(7) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Secretary of State, is increased by $117,889.

SECTION 29. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 580, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon Business Development Department, for the Infrastructure Finance Authority, is increased by $642,194 for repairing and improving docks owned by the Port of Brookings Harbor.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter 580, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Oregon Business Development Department, for business, innovation and trade, is increased by $703,125 for the State Trade Expansion Program.

SECTION 30. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 600, Oregon Laws 2017, for the biennium

ending June 30, 2019, 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 Public Employees Retirement System, for the Central Administration Division, is increased by $445,794.

SECTION 31. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (4), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Operations Division, is decreased by $277,350.

SECTION 32. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Compliance, Audit and Risk Division, is decreased by $168,444.

SECTION 33. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (1), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Appellate Division, is decreased by $25,646.

SECTION 34. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (2), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Civil Enforcement Division, is increased by $152,705.

SECTION 35. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (2), chapter 566, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations, is increased by $251,977 for expenses incurred during the August 2017 solar eclipse.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (3), chapter 566, Oregon Laws 2017, for the biennium ending June 30, 2019, for emergency management, is increased by $8,747 for expenses incurred during the August 2017 solar eclipse.

SECTION 36. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 566, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 566, Oregon Laws 2017, collected or received by the Oregon Military Department, for community support, is increased by $5,442,829 for expenses incurred during the 2017 fire season in Oregon.

SECTION 37. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (1), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for patrol services, criminal investigations and gaming enforcement, is increased by $90,000 for expenses incurred during the 2017 fire season in Oregon.

SECTION 38. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (4), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for administrative services, agency support, criminal justice information services and the office of the State Fire Marshal, is increased by $3,165,945 for expenses incurred during the 2017 fire season in Oregon.

SECTION 39. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of State Police, for administrative services, agency support, criminal justice information services and the office of the State Fire Marshal, is increased by $12,770,000 for expenses incurred during the 2017 fire season in Oregon.

SECTION 40. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Long Term Care Ombudsman by section 1 (1), chapter 579, Oregon Laws 2017, for the biennium ending June 30, 2019, for general program and services provided to care facility residents, is increased by $28,639.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Long Term Care Ombudsman by section 1 (2), chapter 579, Oregon Laws 2017, for the biennium ending June 30, 2019, for the public guardian and conservator program, is decreased by $28,639.

SECTION 41. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4, chapter 585, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Veterans' Affairs, is increased by $500,000 for transportation of veterans in highly rural areas.

SECTION 42. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for the Chief Operating Office, is increased by $302,524 for the CASA Volunteer Program and economic forecasting.

SECTION 43. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for enterprise asset management, is increased by $8,485,000.

SECTION 44. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 589, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 2, chapter 589, Oregon Laws 2017, collected or received by the Department of Environmental Quality, for permitting and program implementation, is increased by $18,000,140 for electric vehicle rebate special payments and greenhouse gas reporting activities.

SECTION 45. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (1), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, for commission operations, is increased by $425,049 for budget shortfalls related to enterprise technology services and client services.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 5, chapter 708, Oregon Laws 2017, for the biennium ending June 30, 2019, for the purpose of carrying out Oregon's Open Educational Resources (OER) Program, is decreased by $360,000.

SECTION 46. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or

other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and funds described in sections 9 and 10, chapter 595, Oregon Laws 2017, collected or received by the Higher Education Coordinating Commission, for operations, is increased by $11,030 for budget shortfalls related to enterprise technology services and client services.

SECTION 47. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 7 (1), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Higher Education Coordinating Commission, for operations, is increased by $198,541 for budget shortfalls related to enterprise technology services and client services.

SECTION 48. Section 1, chapter 594, Oregon Laws 2017, is amended to read:

Sec 1. There is appropriated to the Chief Education Office, for the biennium beginning July 1, 2017, out of the General Fund, the amount of [*$4,022,118*] **$8,616,069** for expenses [*incurred during the first year of the biennium*] **of the office**.

SECTION 48a. Section 2, chapter 594, Oregon Laws 2017, is repealed.

SECTION 49. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 583, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Public Safety Standards and Training, for operations, is increased by $623,260 for expenses incurred during the 2017 fire season in Oregon.

SECTION 50. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 583, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Public Safety Standards and Training, for operations, is increased by $400,000 for crisis intervention training for first responders.

SECTION 51. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 505, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon Criminal Justice Commission, is increased by $450,000 for implementation of a new case management system for Oregon's specialty courts.

SECTION 52. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 505, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Oregon Criminal Justice Commission, is increased by $1,045,940 for grant-funded Justice Reinvestment programs and improving recidivism analysis.

SECTION 53. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 566, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds, other than those described in section 2, chapter 566, Oregon Laws 2017, collected or received by the Oregon Military Department, for operations, is increased by $16,421,308 for lead dust abatement projects at eight armories throughout Oregon.

SECTION 54. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 580, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for business, innovation and trade, is decreased by $1,250,000 for the Strategic Reserve Fund.

(2) Notwithstanding any other law limiting expenditures, the amount of $1,250,000 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department for business, innovation and trade, for transfers to the Oregon Growth Fund.

SECTION 55. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 375, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of State Lands, for Common School Fund programs, is increased by $7,244,215 for expenses associated with the cleanup efforts at the Goble, Oregon, site on the Columbia River.

SECTION 56. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (4), chapter 547, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 State Parks and Recreation Department, for direct services, is increased by $200,000 for the eradication and treatment of trees infected with Sudden Oak Death within the Cape Sebastian State Scenic Corridor.

SECTION 57. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Justice, for the Civil Enforcement Division, is increased by $53,241 for the Medicaid Fraud Unit.

SECTION 58. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Department of Justice, for the Civil Enforcement Division, is increased by $159,723 for the Medicaid Fraud Unit.

SECTION 59. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $1,447,475 for the implementation of chapter 750, Oregon Laws 2017.

SECTION 60. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Business Division, is increased by $933,316 for implementation of chapter 750, Oregon Laws 2017.

SECTION 61. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 5, chapter 589, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 5, chapter 589, Oregon Laws 2017, collected or received by the Department of Revenue, for the core system replacement program and the implementation of chapter 750, Oregon Laws 2017, is decreased by $497,420.

SECTION 62. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $270,391 for implementation of chapter 746, Oregon Laws 2017.

SECTION 63. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Business Division, is increased by $917,305 for implementation of chapter 746, Oregon Laws 2017.

SECTION 64. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 41, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for the core system replacement program from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 41, chapter 702, Oregon Laws 2017, collected or received by the Department of Revenue, is increased by $600,000 for the implementation of chapter 746, Oregon Laws 2017.

SECTION 65. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for administration, is increased by $53,884 for implementation of chapter 644, Oregon Laws 2017.

SECTION 66. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $9,509 for implementation of chapter 644, Oregon Laws 2017.

SECTION 67. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Personal Tax and Compliance Division, is increased by $240,058 for implementation of chapter 644, Oregon Laws 2017.

SECTION 68. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Personal Tax and Compliance Division, is increased by $4,899 for implementation of chapter 644, Oregon Laws 2017.

SECTION 69. Notwithstanding any other provision of law, the General Fund appropriation established for the Department of Revenue by section 1 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Business Division, is increased by $83,285 for implementation of chapter 644, Oregon Laws 2017.

SECTION 70. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or

other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Business Division, is increased by $80,019 for implementation of chapter 644, Oregon Laws 2017.

SECTION 71. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Compliance, Audit and Risk Division, is increased by $80,000 for an independent actuarial review.

SECTION 72. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Compliance, Audit and Risk Division, is increased by $176,661 for a security and risk officer position.

SECTION 73. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (3), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Information Services Division, is increased by $487,174 for agency operations.

SECTION 74. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (3), chapter 600, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Public Employees Retirement System, for the Information Services Division, is increased by $200,000 for the Individual Account Program target date fund expenditure.

SECTION 75. Notwithstanding any other law limiting expenditures, the amount of $108,109 is established for the biennium ending June 30, 2019, 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 Oregon Business Development Department for general obligation bond debt service.

SECTION 76. Notwithstanding any other law limiting expenditures, the amount of $24,302 is established for the biennium ending June 30, 2019, 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 Department of Education for debt service on Article XI-P general obligation bonds.

SECTION 77. Notwithstanding any other law limiting expenditures, the amount of $24,434 is established for the biennium ending June 30, 2019, 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 Higher Education Coordinating Commission for debt service on Article XI-G bonds issued for the benefit of Oregon Health and Science University.

SECTION 78. For the biennium ending June 30, 2019, expenditures by the Higher Education Coordinating Commission from proceeds of state bonds issued during the period beginning July 1, 2013, and ending June 30, 2015, for the benefit of a public university, pursuant to agreements between the commission and a public university, are not limited.

SECTION 79. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or

other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for administrative services, is decreased by $32,487.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (2), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for field services, is increased by $1,109,796.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (3), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for water rights and adjudications, is increased by $303,314.

(4) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (4), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for technical services, is decreased by $1,430,120.

(5) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (5), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for the director's office, is increased by $49,497.

(6) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (2), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds other than federal funds described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for technical services, is decreased by $75,000.

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(7) Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from federal funds other than federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, collected or received by the Water Resources Department, for the following purposes:

(a)	**Administrative services**	**$**	**25,000**
(b)	**Water rights and adjudications**	**$**	**25,000**
(c)	**Director's office**	**$**	**25,000**

SECTION 80. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (2), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for central administration and administrative services, is decreased by $746,961.

SECTION 81. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (4), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for community corrections, is decreased by $222,338.

SECTION 82. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (3), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for offender management and rehabilitation, is increased by $469,024.

SECTION 83. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Corrections by section 1 (1), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations and health services, is increased by $500,275.

SECTION 84. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Corrections, for community corrections, is decreased by $21,990.

SECTION 85. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 573, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Corrections, for operations and health services, is increased by $21,990 for expenses associated with moving a position between work units.

SECTION 86. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (3), chapter 375, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of State Lands, for South Slough National Estuarine Research Reserve operations, is increased by $235,081, for the expenditure of University of Michigan grant funding awarded to the South Slough National Estuarine Research Reserve.

SECTION 87. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Department of Administrative Services by section 1, chapter 599, Oregon Laws 2017, for the biennium ending June 30, 2019, for debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution for the benefit of Oregon Health and Science University, is decreased by $11,785,250.

SECTION 88. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 599, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses by the Oregon Department of Administrative Services from the Oregon Health and Science University Bond Fund for specified purposes, is decreased by $17,177,050.

SECTION 89. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 599, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses by the Oregon Department of Administrative Services for debt service on outstanding general obligation bonds issued pursuant to Article XI-F (1) of the Oregon Constitution for the benefit of Oregon Health and Science University and paid with resources received from Oregon Health and Science University and interest earned on the bonds, is decreased by $4,169,013.

SECTION 90. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (16)(c), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, for debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution for the benefit of Oregon Health and Science University, is increased by $11,760,817.

SECTION 91. Notwithstanding any other law limiting expenditures, the amount of $17,177,050 is established for the biennium ending June 30, 2019, 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 Higher Education Coordinating Commission for debt service and other bond-related costs on Article XI-L bonds issued for the benefit of Oregon Health and Science University.

SECTION 92. Notwithstanding any other law limiting expenditures, the amount of $3,892,874 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses by the Higher Education Coordinating Commission for debt service on outstanding general obligation bonds issued pursuant to Article XI-F (1) of the Oregon Constitution for the benefit of Oregon Health and Science University and paid with resources received from Oregon Health and Science University and interest earned on the bonds.

SECTION 93. (1) Notwithstanding any other provision of law, the limitation on expenditures established by section 2 (3), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for policy within the Office of the State Chief Information Officer, is increased by $288,399 for a transfer of positions between programs.

(2) Notwithstanding any other provision of law, the limitation on expenditures established by section 2 (5)(a), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for State Data Center operations within the Office of the State Chief Information Officer, is decreased by $288,399 due to a transfer of positions between programs.

SECTION 94. (1) Notwithstanding any other provision of law, the limitation on expenditures established by section 2 (2), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, the proceeds of bonds for the Orphan Site Account and federal funds from congestion mitigation and air quality grants, drinking water protection, beach bacteria monitoring, laboratory accreditation and woodstove grants and for smoke monitoring laboratory services, but excluding lottery funds and federal funds not de-

scribed in section 2, chapter 591, Oregon Laws 2017, collected or received by the Department of Environmental Quality, for water quality, is decreased by $272,092.

(2) Notwithstanding any other provision of law, the limitation on expenditures established by section 5 (2), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds other than those described in section 2, chapter 591, Oregon Laws 2017, collected or received by the Department of Environmental Quality, for water quality, is increased by $342,092 for transfer of a federal grant.

SECTION 95. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium ending June 30, 2019, for the following agencies and programs are changed by the amounts specified:

(1) ADMINISTRATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Oregon Department of Administrative Services:		
Debt service		
General Fund	**Ch. 572 1(5)**	**-117,367**
Debt service and related costs		
Lottery funds	**Ch. 572 3**	**-421,272**
ODAS debt service		
Other funds	**Ch. 572 2(13)**	**+30,729**

(2) ECONOMIC DEVELOPMENT.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Oregon Business Development Department:		
Debt service		
General Fund	**Ch. 580 1(3)**	**-108,108**

(3) EDUCATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment

Department of Education:		
Debt service - XI-P bonds:		
General Fund	**Ch. 590 8**	**-24,301**
Higher Education Coordinating Commission:		
Debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution for the benefit of Oregon community colleges		
General Fund	**Ch. 595 1(16)(a)**	**-227,591**
Debt service on outstanding general obligation bonds sold pursuant to Article XI-G of the Oregon Constitution for the benefit of Oregon public universities		
General Fund	**Ch. 595 1(16)(b)**	**-870,472**
Debt service on outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the benefit of Oregon public universities		
General Fund	**Ch. 595 1(16)(d)**	**-1,369,658**
Debt service on Article XI-G and XI-Q bonds issued for the benefit of Oregon public universities		
Other funds	**Ch. 595 6(3)**	**+2,240,132**
Debt service on Article XI-G bonds issued for the benefit of Oregon community colleges		
Other funds	**Ch. 595 6(4)**	**+227,592**

(4) LEGISLATIVE BRANCH.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**$ Adjustment**
Legislative Administration Committee:		
Debt service		
General Fund	**Ch. 577 1(2)**	**-48,618**
Other funds	**Ch. 577 2(2)**	**+48,619**

(5) TRANSPORTATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Department of Transportation:		
Debt service		
Lottery funds	**Ch. 604 6**	**-1,008,172**
Other funds	**Ch. 604 4(16)**	**+1,008,173**

(6) PUBLIC SAFETY.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Department of Corrections:		
Debt service		
General Fund	**Ch. 573 1(5)**	**-43,041**

SECTION 96. (1) The allocation to the Department of State Police of moneys deposited into the Watershed Conservation Operating Fund by section 1, chapter 586, Oregon Laws 2017, for fish and wildlife activities to implement Article XV, section 4b, of the Oregon Constitution, is increased by $76,711.

(2) The allocation to the State Department of Fish and Wildlife of moneys deposited into the Watershed Conservation Operating Fund by section 2, chapter 586, Oregon Laws 2017, for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is increased by $113,745.

(3) The allocation to the State Department of Agriculture of moneys deposited into the Watershed Conservation Operating Fund by section 3, chapter 586, Oregon Laws 2017, for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is increased by $1,958,477.

(4) The allocation to the Department of Environmental Quality of moneys deposited into the Watershed Conservation Operating Fund by section 4, chapter 586, Oregon Laws 2017, for activities and projects to implement Article XV, section 4b, of the Oregon Constitution, is increased by $122,134.

SECTION 97. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1, chapter 587, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses by the Oregon Watershed Enhancement Board from lottery moneys deposited into the Watershed Conservation Grant Fund from the Parks and Natural Resources Fund, for local grant expenditure purposes listed in Article XV, section 4b, of the Oregon Constitution, is increased by $5,000,000.

SECTION 98. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Department of Administrative Services by section 18b (1), chapter 630,

Oregon Laws 2017, for the biennium ending June 30, 2019, for the purpose of administering and enforcing the duties, functions and powers transferred by section 12, chapter 630, Oregon Laws 2017, is increased by $438,465.

SECTION 99. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for the Office of the State Chief Information Officer, is increased by $2,500,000 for the purchase of fiber network.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5)(a), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for State Data Center operations within the Office of the State Chief Information Officer, is increased by $779,157 for assimilation of the Oregon Youth Authority data center.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (7), chapter 572, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received from charges, but excluding lottery funds and federal funds not described in section 2, chapter 572, Oregon Laws 2017, collected or received by the Oregon Department of Administrative Services, for enterprise goods and services, is increased by $152,247 for the transfer of procurement staff.

SECTION 100. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (4), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, for agency management, is increased by $1,083,217 for information technology.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (5), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, for debt service, is increased by $833,867.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, the proceeds of bonds for the Orphan Site Account and federal funds from congestion mitigation and air quality grants, drinking water protection, beach bacteria monitoring, laboratory accreditation and woodstove grants and for smoke monitoring laboratory services, but excluding lottery funds and federal funds not described in section 2, chapter 591, Oregon Laws 2017, collected or received by the Department of Environmental Quality, for agency management, is increased by $2,965,300 for bond proceeds and cost of issuance.

SECTION 101. Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (1), chapter 544, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Fish Division, is increased by $350,000 for the operation of the Leaburg Fish Hatchery.

SECTION 102. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 583, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Public Safety Standards and Training, for

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operations, is increased by $3,657,838 for the addition of six classes to the 2017-2019 Public Safety Academy training calendar.

SECTION 103. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Military Department by section 1 (3), chapter 566, Oregon Laws 2017, for the biennium ending June 30, 2019, for emergency management, is increased by $1,590,544 for administrative expenses.

SECTION 104. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (1), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for patrol services, criminal investigations and gaming enforcement, is decreased by $1,424,506 for realigning positions between program units.

SECTION 105. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (2), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for fish and wildlife enforcement, is increased by $114,144 for realigning positions between program units.

SECTION 106. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (3), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for forensic services and the State Medical Examiner, is increased by $146,904 for realigning positions between program units.

SECTION 107. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of State Police by section 1 (4), chapter 581, Oregon Laws 2017, for the biennium ending June 30, 2019, for administrative services, agency support, criminal justice information services and the office of the State Fire Marshal, is increased by $4,139,016 for realigning positions between program units.

SECTION 108. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (2), chapter 372, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Consumer and Business Services, for the Workers' Compensation Division, is increased by $29,520 for the reclassification of positions in the division.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (5), chapter 372, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of Consumer and Business Services, for the Division of Financial Regulation, is increased by $88,872 for the reclassification of positions in the division.

SECTION 109. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 375, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Department of State Lands, for Common School Fund programs, is increased by $410,102 for position actions.

SECTION 110. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Education by section 1 (1), chapter 590, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations, is increased by $1,980,708 for staffing for the Office of Child Care and for testing for lead in drinking water in day care facilities.

SECTION 111. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3, chapter 373, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Occupational Therapy Licensing Board, is increased by $24,000 for fingerprint background checks for new applicants.

SECTION 112. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 5, chapter 373, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 State Board of Examiners for Speech-Language Pathology and Audiology, is increased by $131,158 for increased costs related to investigations.

SECTION 113. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6, chapter 373, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon State Veterinary Medical Examining Board, is increased by $46,111 for costs related to veterinary facility inspection.

SECTION 114. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 578, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon Liquor Control Commission, for administrative expenses, is increased by $677,175 for information technology improvements, management and oversight.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (2), chapter 578, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon Liquor Control Commission, for marijuana regulation, is increased by $3,631,786 for expenses related to the regulation of marijuana.

SECTION 115. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 127, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery funds allocated from the Veterans' Services Fund to the Housing and Community Services Department for the purpose of providing emergency housing assistance to veterans, is increased by $1,150,000 for activities to address veterans' homelessness and housing stability.

SECTION 116. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (10), chapter 604, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and federal funds received as reimbursement from the United States Department of Transportation, but excluding lottery funds and federal funds not described in section 4, chapter 604, Oregon Laws 2017, collected or received by the Department of Transportation, for motor carrier transportation, is increased by $979,439.

SECTION 117. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 1 (1), chapter 95, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Oregon Department of Aviation, for operations, is increased by $950,000.

SECTION 118. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for programs, is decreased by $31,921,099.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (2), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for central services, statewide assessments and enterprise-wide costs, is decreased by $136,597.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (4), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for debt service, is decreased by $1,370,485.

SECTION 119. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 11, chapter 721, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $10,195,935.

SECTION 120. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 2, chapter 695, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $400,000.

SECTION 121. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 5, chapter 540, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $50,000.

SECTION 122. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 30, chapter 613, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $250,000.

SECTION 123. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 4, chapter 652, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $557,600.

SECTION 124. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for programs, is increased by $60,595,053.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for central services, statewide assessments and enterprise-wide costs, is decreased by $904,109.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for capital improvement, is increased by $43,119.

(4) Notwithstanding any other law limiting expenditures, the amount of $1,371,293 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in this subsection, collected or received by the Oregon Health Authority, for debt service.

SECTION 125. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for programs, is increased by $242,980,723.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (2), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for central services, statewide assessments and enterprise-wide costs, is decreased by $5,183,355.

SECTION 126. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for programs, is increased by $152,500 for technical support related to residential mental health rates.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 4 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds, excluding federal funds described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for programs, is increased by $152,500 for technical support related to residential mental health rates.

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SECTION 127. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $2,000,000, to be allocated to the Oregon Health Authority for mental health residential rate 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, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 128. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for programs, is increased by $950,000 for school-based mental health services.

SECTION 129. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, tobacco tax receipts, recreational marijuana tax receipts, provider taxes, Medicare receipts and federal funds for indirect cost recovery, Supplemental Security Income recoveries, Women, Infants and Children Program food rebates, the Coordinated School Health Program, the Edward Byrne Memorial State and Local Law Enforcement Assistance Grant Program and emergency preparedness and response services, but excluding lottery funds and federal funds not described in section 2, chapter 545, Oregon Laws 2017, collected or received by the Oregon Health Authority, for

programs, is increased by $10,000,000 for expenditures from the Health Care Provider Incentive Fund.

SECTION 130. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $30,000,000, to be allocated to the Oregon Health Authority or the Department of Human Services for caseload costs or other budget challenges that the agency is unable to mitigate.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 131. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 3 (1), chapter 579, Oregon Laws 2017, for the biennium ending June 30, 2019, for allocation to the Long Term Care Ombudsman for costs associated with the public guardian and conservator program, is decreased by $200,000.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Long Term Care Ombudsman by section 1 (2), chapter 579, Oregon Laws 2017, for the biennium ending June 30, 2019, for the public guardian and conservator program, is increased by $200,000.

SECTION 132. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $300,000, to be allocated to the Department of Human Services for caseload costs or ventilator-assisted services in nursing facilities.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 133. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 3 (1), chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, for allocation to state agencies for compensation changes driven by collective bargaining for workers who are not state employees, is decreased by $10,000,000.

SECTION 134. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 5 (1), chapter 597, Oregon Laws 2017, for the biennium ending June 30, 2019, for allocation to the Department of Human Services for foster parent supports, is decreased by $750,000.

SECTION 135. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium ending June 30, 2019, for the Department of Human Services, are changed by the amounts specified:

Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Central services and state assessments and enterprise-wide costs		
General Fund	**Ch. 597 1(1)**	**+12,936,100**
Other funds	**Ch. 597 2(1)**	**+217,083**
Federal funds	**Ch. 597 3(1)**	**+13,405,396**
Child welfare, self-		

sufficiency and vocational rehabilitation services		
General Fund	**Ch. 597 1(2)**	**+57,899,144**
Other funds	**Ch. 597 2(2)**	**+7,841,400**
Federal funds	**Ch. 597 3(2)**	**+127,287,407**
Aging and people with disabilities and intellectual/developmental disabilities programs		
General Fund	**Ch. 597 1(3)**	**-7,005,894**
Other funds	**Ch. 597 2(3)**	**+33,172,224**
Federal funds	**Ch. 597 3(3)**	**-55,274,546**
Shared services		
Other funds	**Ch. 597 2(4)**	**+11,367,375**

SECTION 136. (1) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 33, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 33, chapter 702, Oregon Laws 2017, collected or received by the Department of Justice, for the child support enforcement automated system in the child support enforcement automated program, is increased by $2,758,537 for the child support enforcement automated system information technology project.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 35, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for the costs of issuance of general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 35, chapter 702, Oregon Laws 2017, collected or received by the Department of Justice, for the capital debt service and related costs program for the child support enforcement automated system in the debt service and related costs program, is increased by $56,463.

(3) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 36, chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses for the child support enforcement automated system in the child support enforcement automated program from federal funds, other than those described in section 33, chapter 702, Oregon Laws 2017, collected or received by the Department of Justice, is increased by $5,398,887 for the child support enforcement automated system information technology project.

(4) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (7), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, for debt service and related costs, is decreased by $23,047 for capital debt service and related costs for outstanding general obligation bonds sold pursuant to Article XI-Q of the Oregon Constitution for the child support enforcement automated system.

SECTION 137. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Justice by section 1 (3), chapter 576, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Criminal Justice Division, is increased by $185,916 for election fraud violations.

SECTION 138. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (6), chapter 576, Oregon Laws 2017, for the biennium

ending June 30, 2019, 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 Department of Justice, for the General Counsel Division, is increased by $1,277,744.

SECTION 139. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for administration, is decreased by $604,613 for the Processing Modernization information technology project.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is decreased by $52,575 for the Processing Modernization information technology project.

SECTION 140. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $50,000 for the Processing Modernization information technology project.

SECTION 141. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for administration, is increased by $604,613 for financial and program management staffing.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $52,575 for financial and program management staffing.

SECTION 142. (1) Notwithstanding any other provision of law, the General Fund appropriation established for the Department of Revenue by section 1 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for administration, is increased by $824,926 for post-core systems replacement project implementation and Research Section staff.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $9,115 for post-core systems replacement project implementation and Research Section staff.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Personal Tax and Compliance Division, is decreased by $586,696 for post-core systems replacement project implementation and Research Section staff.

(4) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30,

2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Personal Tax and Compliance Division, is decreased by $11,973 for post-core systems replacement project implementation and Research Section staff.

(5) Notwithstanding any other provision of law, the General Fund appropriation established for the Department of Revenue by section 1 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Business Division, is decreased by $239,640 for post-core Systems Replacement project implementation and Research Section staff.

SECTION 143. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Business Division, is increased by $184,140 for a collections division administrator.

SECTION 144. Notwithstanding any other provision of law, the General Fund appropriation made to the State Treasurer by section 1 (2), chapter 605, Oregon Laws 2017, for the biennium ending June 30, 2019, for administrative expenses related to the Oregon Retirement Savings Board, is increased by $1,834,033.

SECTION 145. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (1), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations, is increased by $250,000 for the activities of the Oregon Volunteers Commission for Voluntary Action and Service.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 7 (1), chapter 595, Oregon Laws 2017, as the maximum limit for payment of expenses from federal funds collected or received by the Higher Education Coordinating Commission, for operations, is increased by $3,606,774 for the activities of the Oregon Volunteers Commission for Voluntary Action and Service.

SECTION 146. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Office of the Governor by section 5, chapter 593, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Oregon Volunteers Commission for Voluntary Action and Service program, is increased by $50,000.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6, chapter 593, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from federal funds collected or received by the Office of the Governor, for the Oregon Volunteers Commission for Voluntary Action and Service program, is decreased by $3,337,261.

SECTION 147. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Administration Committee by section 1 (1), chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, for the general program, is increased by $609,885.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Legislative Administration Committee, for the general program, is increased by $151,550 for costs of issuance of general obligation bonds.

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(3) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Assembly by section 6, chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $375,000.

(4) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Assembly by section 7 (1), chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, is increased by $380,565.

(5) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Assembly by section 7 (2), chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $380,565.

(6) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Counsel Committee by section 10, chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $375,000.

(7) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 11, chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Legislative Counsel Committee, is increased by $250,000.

(8) Notwithstanding any other provision of law, the General Fund appropriation made to the Legislative Policy and Research Committee by section 14, chapter 577, Oregon Laws 2017, for the biennium ending June 30, 2019, is increased by $840,115.

SECTION 148. Notwithstanding any other provision of law, the General Fund appropriation made to the State Department of Fish and Wildlife by section 1 (2), chapter 544, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Wildlife Division, is increased by $50,000 for culling the elk herd near the Cold Springs National Wildlife Refuge.

SECTION 149. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Environmental Quality by section 1 (1), chapter 591, Oregon Laws 2017, for the biennium ending June 30, 2019, for air quality, is increased by $1,000,000 for air quality permitting.

SECTION 150. In addition to and not in lieu of any other appropriation, there are appropriated to the Oregon Department of Administrative Services, for the biennium ending June 30, 2019, out of the General Fund, the following amounts for the following purposes:

(1)	**Bradshaw Drop Irrigation Canal Project**	**$ 1,895,000**
(2)	**National Urban Housing and Economic Community Development Corporation for implementation of an affordable homes, skills training and jobs program for unemployed prior offenders, at-risk youth and veterans**	**$ 1,100,000**
(3)	**City of Maupin Civic Center project**	**$ 1,000,000**
(4)	**Chamber of Commerce facility in Hermiston**	**$ 1,000,000**
(5)	**City of Maupin fiber project**	**$ 500,000**
(6)	**City of Milwaukie Ledding Library expansion project**	**$ 300,000**
(7)	**The Gem Theater regional art center project**	**$ 300,000**

(8) Benton County ranked choice voting pilot project ..... $ 200,000

(9) Study of the Silvies River and its drainages..... $ 100,000

SECTION 151. Notwithstanding any other law limiting expenditures, the following amounts are established for the biennium ending June 30, 2019, as the maximum limits for payment of expenses from lottery bond proceeds and other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Department of Administrative Services, for the following purposes:

(1) Trillium Family Services for construction of a secure adolescent inpatient facility at Trillium Children's Farm Home $ 3,058,514

(2) De Paul Treatment Centers for construction of a new treatment facility..... $ 2,050,587

SECTION 152. (1) Notwithstanding any other law limiting expenditures, the amount of $500,000 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for the Oregon Infrastructure Finance Authority, for distributions to the City of Warrenton for the purpose of financing the rebuilding of a dock destroyed by fire in Warrenton, Oregon.

(2) Notwithstanding any other law limiting expenditures, the amount of $500,000 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for business, innovation and trade, for deposits in the Local Economic Opportunity Fund created by ORS 285B.260.

(3) Notwithstanding any other law limiting expenditures, the amount of $500,000 is established for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Oregon Business Development Department, for the Oregon Infrastructure Finance Authority, for distribution to the Port of Cascade Locks for the purpose of financing infrastructure and business recruitment at the port's business park.

SECTION 153. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 1 (1), chapter 575, Oregon Laws 2017, for the biennium ending June 30, 2019, for judicial compensation, is increased by $735,683.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Judicial Department by section 1 (2), chapter 575, Oregon Laws 2017, for the biennium ending June 30, 2019, for operations, is increased by $2,378,568.

SECTION 154. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Public Defense Services Commission by section 1 (2), chapter 582, Oregon Laws 2017, for the biennium ending June 30, 2019, for professional services, is increased by $1,340,000 to expand the Parent Child Representation Program to additional counties.

(2) In addition to and not in lieu of any other appropriation, there is appropriated to the Public Defense Services Commission, for the biennium ending June 30, 2019, out of the General Fund, the amount of $450,000 for the purposes of an Oregon-specific caseload standards study and an assessment of Oregon public defense services.

SECTION 155. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Secretary of State by section 1 (1), chapter 602, Oregon Laws 2017, for

the biennium ending June 30, 2019, for the Administrative Services Division, is increased by $156,357 for improving the security of electronic elections systems.

(2) Notwithstanding any other provision of law, the General Fund appropriation made to the Secretary of State by section 1 (2), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Elections Division, is increased by $257,306 for notification mailings required in the Oregon Motor Voter program.

(3) In addition to and not in lieu of any other appropriation, there is appropriated to the Secretary of State, for the biennium ending June 30, 2019, out of the General Fund, the amount of $1,663,885, for the Elections Division and county costs of conducting the January 2018 special election.

(4) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 602, Oregon Laws 2017, for the biennium ending June 30, 2019, 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 Secretary of State, for the Administrative Services Division, is increased by $139,367 for Human Resources Division staffing.

SECTION 156. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $1,656,115, to be allocated to the Secretary of State for the Elections Division and county costs of conducting the January 2018 special election.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to August 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 157. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Office of the Governor by section 1, chapter 593, Oregon Laws 2017, for the biennium ending June 30, 2019, is increased by $222,002 for an education policy advisor.

(2) In addition to and not in lieu of any other appropriation, there is appropriated to the Office of the Governor, for the biennium ending June 30, 2019, out of the General Fund, the amount of $230,772 for a census coordinator.

SECTION 158. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for programs, is increased by $900,000 for the expansion of the Oregon Psychiatric Access Line program.

SECTION 159. Notwithstanding any other provision of law, the General Fund appropriation made to the Oregon Health Authority by section 1 (1), chapter 545, Oregon Laws 2017, for the biennium ending June 30, 2019, for programs, is increased by $150,000 for a Marion County sobering center.

SECTION 160. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (10), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, for public university statewide programs, is increased by $250,000 for the Center for Violence Prevention Research, Education, and Practice.

SECTION 161. Notwithstanding any other provision of law, the General Fund appropriation made to the Higher Education Coordinating Commission by section 1 (10), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, for public university statewide programs, is increased by $3,000,000 for the Northwest National Marine Renewable Energy Center.

SECTION 162. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 6 (1), chapter 595, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds, federal funds and funds described in sections 9 and 10, chapter 595, Oregon Laws 2017, collected or received

by the Higher Education Coordinating Commission, for operations, is increased by $1,219,645 for the costs of issuing bonds on behalf of public universities.

SECTION 163. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 590, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses, other than expenses described in sections 6 and 10, chapter 590, Oregon Laws 2017, from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Education, for operations, is increased by $750,000 for child care worker professional development.

SECTION 164. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Education by section 1, chapter 564, Oregon Laws 2017, for the biennium ending June 30, 2019, for the State School Fund, is decreased by $70,961,313.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2, chapter 564, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Administrative Services Economic Development Fund to the Department of Education for the State School Fund is increased by $70,961,313.

SECTION 165. In addition to and not in lieu of any other appropriation, there is appropriated to the Housing and Community Services Department, for the biennium ending June 30, 2019, out of the General Fund, the amount of $200,000 for the purpose of providing shelter and respite services within the City of Salem for homeless and unaccompanied minors.

SECTION 166. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Personal Tax and Compliance Division, is increased by $524,929 for a remote customer service call center.

SECTION 167. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Personal Tax and Compliance Division, is increased by $10,713 for a remote customer service call center.

SECTION 168. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for administration, is increased by $772,818 for position reconciliation.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (1), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for administration, is increased by $73,677 for position reconciliation.

(3) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (2), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Property Tax Division, is decreased by $22,093 for position reconciliation.

(4) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Personal Tax and Compliance Division, is increased by $130,326 for position reconciliation.

(5) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (3), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Personal Tax and Compliance Division, is increased by $2,781 for position reconciliation.

(6) Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Revenue by section 1 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, for the Business Division, is increased by $47,600 for position reconciliation.

(7) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (4), chapter 601, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in section 2, chapter 601, Oregon Laws 2017, collected or received by the Department of Revenue, for the Business Division, is increased by $115,746 for position reconciliation.

SECTION 169. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $650,000, to be allocated to the Department of Revenue for position reconciliation for the biennium ending June 30, 2019.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 170. Notwithstanding any other law limiting expenditures, the amount of $43,042 is established for the biennium ending June 30, 2019, 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 Department of Corrections, for debt service.

SECTION 171. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 3 (1), chapter 606, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds received under cooperative agreements with or contracts from the Bureau of Reclamation of the United States Department of the Interior, the United States Army Corps of Engineers, the United States Geological Survey, the Bonneville Power Administration and the National Fish and Wildlife Foundation, but excluding lottery funds and federal funds not described in section 3, chapter 606, Oregon Laws 2017, collected or received by the Water Resources Department, for administrative services, is increased by $5,269,633 for payment of project costs and bond issuance costs for the City of Carlton water loss reduction project from the Water Supply Development Account established by ORS 541.656.

SECTION 172. Notwithstanding any other provision of law, the General Fund appropriation made to the Emergency Board by section 2 (1), chapter 702, Oregon Laws 2017, for the biennium ending June 30, 2019, is decreased by $100,000,000.

SECTION 173. In addition to and not in lieu of any other appropriation, there is appropriated to the Oregon Department of Administrative Services, for the biennium ending June 30, 2019, out of the General Fund, the amount of $1,435,000 for a carbon policy office.

SECTION 174. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Education by section 2 (4), chapter 590, Oregon Laws 2017, for the biennium ending June 30, 2019, for other K-12 grant-in-aid programs, is increased by

$250,000 for the Mike McLaran Center for Student Success in the Salem-Keizer School District.

SECTION 175. (1) Notwithstanding any other provision of law, the General Fund appropriation made to the State Forestry Department by section 1 (2), chapter 592, Oregon Laws 2017, for the biennium ending June 30, 2019, for fire protection, is increased by $500,000 for subsidizing forest patrol assessments on east side, low-productivity woodlands.

(2) Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (2), chapter 592, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and including federal funds from the United States Forest Service for fire protection and for research projects, but excluding lottery funds and federal funds not described in section 2, chapter 592, Oregon Laws 2017, collected or received by the State Forestry Department, for fire protection, is decreased by $500,000 for forest patrol assessments on east side, low-productivity woodlands.

SECTION 176. Notwithstanding any other law limiting expenditures, the limitation on expenditures established by section 2 (5), chapter 547, Oregon Laws 2017, for the biennium ending June 30, 2019, as the maximum limit for payment of expenses from lottery moneys allocated from the Parks and Natural Resources Fund to the State Parks and Recreation Department, for community support grants, is increased by $20,000 for grants to repair recreational trails damaged in the Chetco Bar Fire.

SECTION 177. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Land Conservation and Development by section 1 (2), chapter 565, Oregon Laws 2017, for the biennium ending June 30, 2019, for grant programs, is increased by $300,000 for the purpose of providing technical assistance grants to eastern Oregon counties for economic opportunity analyses.

SECTION 178. Notwithstanding any other provision of law, the General Fund appropriation made to the Department of Human Services by section 1 (2), chapter 597, Oregon Laws 2017, for the biennium ending June 30, 2019, for child welfare, self-sufficiency and vocational rehabilitation services, is increased by $300,000 for distribution to the Oregon Food Bank for cold storage infrastructure improvements.

SECTION 179. (1) In addition to and not in lieu of any other appropriation, there is appropriated to the Emergency Board, for the biennium ending June 30, 2019, out of the General Fund, the amount of $2,500,000, to be allocated to the Department of Human Services for the child welfare program.

(2) If any of the moneys appropriated by subsection (1) of this section are not allocated by the Emergency Board prior to December 1, 2018, the moneys remaining on that date become available for any purpose for which the Emergency Board lawfully may allocate funds.

SECTION 180. Notwithstanding any other provision of law, the authorized appropriations and expenditure limitations for the biennium ending June 30, 2019, for the following agencies and programs are changed by the amounts specified:

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(1) ADMINISTRATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Oregon Advocacy Commissions Office:		

General Fund	**Ch. 370 1**	**+23,666**
Oregon Department of Administrative Services:		
General Fund	**Ch. 572 1(1)**	**+47,052**
General Fund	**Ch. 720 11**	**+9,290**
Other Funds	**Ch. 572 2(1)**	**+301,411**
Other Funds	**Ch. 572 2(2)**	**+402,965**
Other Funds	**Ch. 572 2(3)**	**+851,607**
Other Funds	**Ch. 572 2(4)**	**+619,042**
Other Funds	**Ch. 572 2(5)(a)**	**+999,935**
Other Funds	**Ch. 572 2(6)**	**+863,080**
Other Funds	**Ch. 572 2(7)**	**+1,440,817**
Other Funds	**Ch. 572 2(8)**	**+71,799**
Other Funds	**Ch. 572 2(9)**	**+71,328**
State Treasurer:		
General Fund	**Ch. 605 1(1)**	**+4,997**
General Fund	**Ch. 605 1(2)**	**+31,688**
Other Funds	**Ch. 605 2(1)**	**+1,576,487**
Other Funds	**Ch. 605 2(2)**	**+9,386**
Oregon Racing Commission:		
Other Funds	**Ch. 58 1**	**+69,203**
Public Employees Retirement System:		
Other Funds	**Ch. 600 1(1)**	**+186,427**
Other Funds	**Ch. 600 1(2)**	**+431,660**
Other Funds	**Ch. 600 1(3)**	**+371,668**
Other Funds	**Ch. 600 1(4)**	**+977,615**
Other Funds	**Ch. 600 1(5)**	**+98,970**
Secretary of State:		
General Fund	**Ch. 602 1(1)**	**+87,479**
General Fund	**Ch. 602 1(2)**	**+90,198**
Other Funds	**Ch. 602 2(1)**	**+286,551**
Other Funds	**Ch. 602 2(3)**	**+557,946**
Other Funds	**Ch. 602 2(4)**	**+128,556**
Other Funds	**Ch. 602 2(5)**	**+187,471**
Federal Funds	**Ch. 602 3**	**+42,890**
Oregon Liquor Control Commission:		
Other Funds	**Ch. 578 1(1)**	**+1,360,597**
Other Funds	**Ch. 578 1(2)**	**+347,431**
Department of Revenue:		
General Fund	**Ch. 601 1(1)**	**+931,793**
General Fund	**Ch. 601 1(2)**	**+339,034**
General Fund	**Ch. 601 1(3)**	**+2,292,740**
General Fund	**Ch. 601 1(4)**	**+542,704**
Other Funds	**Ch. 601 2(1)**	**+126,635**
Other Funds	**Ch. 601 2(3)**	**+43,868**
Other Funds	**Ch. 601 2(4)**	**+538,002**
Other Funds	**Ch. 601 2(5)**	**+109,015**
Other Funds	**Ch. 601 2(7)**	**+26,986**
Employment Relations Board:		
General Fund	**Ch. 507 1**	**+64,945**

Other Funds	**Ch. 507 2**	**+6,258**
Other Funds	**Ch. 507 3**	**+49,434**
Office of Governor:		
General Fund	**Ch. 593 1**	**+209,570**
Lottery Funds	**Ch. 593 3**	**+34,849**
Other Funds	**Ch. 593 4**	**+91,481**
Federal Funds	**Ch. 593 6**	**+14,633**
Oregon Government Ethics Commission:		
Other Funds	**Ch. 116 1**	**+53,441**
State Library:		
General Fund	**Ch. 510 1**	**+69,915**
Other Funds	**Ch. 510 2**	**+3,280**
Other Funds	**Ch. 510 3**	**+121,135**
Federal Funds	**Ch. 510 4**	**+34,544**

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(2) CONSUMER AND BUSINESS SERVICES.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**$ Adjustment**
Oregon Board of Accountancy:		
Other Funds	**Ch. 90 1**	**+33,545**
Construction Contractors Board:		
Other Funds	**Ch. 261 1**	**+314,171**
Oregon Board of Licensed Professional Counselors and Therapists:		
Other Funds	**Ch. 262 1**	**+40,604**
Oregon Board of Psychology:		
Other Funds	**Ch. 262 2**	**+6,542**
State Board of Chiropractic Examiners:		
Other Funds	**Ch. 96 1**	**+13,761**
State Board of Licensed Social Workers:		
Other Funds	**Ch. 371 1**	**+20,231**
Oregon Board of Dentistry:		
Other Funds	**Ch. 97 1**	**+51,753**
Health-related licensing boards:		
Other Funds	**Ch. 373 1**	**+39,549**
Other Funds	**Ch. 373 2**	**+9,490**
Other Funds	**Ch. 373 3**	**+7,097**
Other Funds	**Ch. 373 4**	**+12,039**

Other Funds	**Ch. 373 5**	**+8,907**
Other Funds	**Ch. 373 6**	**+15,586**
Bureau of Labor and Industries:		
General Fund	**Ch. 509 1**	**+341,885**
Other Funds	**Ch. 509 2**	**+127,475**
Other Funds	**Ch. 509 3(1)**	**+111,310**
Federal Funds	**Ch. 509 4**	**+38,949**
Public Utility Commission:		
Other Funds	**Ch. 93 1(1)**	**+471,104**
Other Funds	**Ch. 93 1(2)**	**+54,218**
Other Funds	**Ch. 93 1(3)**	**+260,535**
Other Funds	**Ch. 93 1(4)**	**+5,566**
Federal Funds	**Ch. 93 2**	**+27,131**
Department of Consumer and Business Services:		
Other Funds	**Ch. 372 1(1)**	**+443,827**
Other Funds	**Ch. 372 1(2)**	**+1,002,158**
Other Funds	**Ch. 372 1(3)**	**+826,759**
Other Funds	**Ch. 372 1(4)**	**+841,910**
Other Funds	**Ch. 372 1(5)**	**+958,887**
Other Funds	**Ch. 372 1(6)**	**+1,964,137**
Other Funds	**Ch. 372 2(1)**	**+148,272**
Federal Funds	**Ch. 372 4(1)**	**+348,460**
Federal Funds	**Ch. 372 4(2)**	**+10,088**
Federal Funds	**Ch. 372 4(3)**	**+8,751**
Federal Funds	**Ch. 372 4(4)**	**+2,523**
Real Estate Agency:		
Other Funds	**Ch. 59 1**	**+160,129**
Oregon State Board of Nursing:		
Other Funds	**Ch. 126 1**	**+252,092**
Oregon Medical Board:		
Other Funds	**Ch. 125 1**	**+244,562**
State Board of Pharmacy:		
Other Funds	**Ch. 92 1**	**+129,211**

(3) ECONOMIC DEVELOPMENT.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**$ Adjustment**
Oregon Business Development Department:		
General Fund	**Ch. 580 1(1)**	**+15,246**
General Fund	**Ch. 580 1(2)**	**+10,191**
Other Funds	**Ch. 580 2(1)**	**+155,036**
Other Funds	**Ch. 580 2(2)**	**+149,960**

Other Funds	**Ch. 580 2(3)**	**+42,963**
Other Funds	**Ch. 580 2(4)**	**+58,615**
Lottery Funds	**Ch. 580 3(1)**	**+152,514**
Lottery Funds	**Ch. 580 3(2)**	**+148,313**
Lottery Funds	**Ch. 580 3(5)**	**+13,116**
Federal Funds	**Ch. 580 4(1)**	**+3,338**
Federal Funds	**Ch. 580 4(2)**	**+27,926**
Federal Funds	**Ch. 580 4(3)**	**+5,535**
Housing and Community Services Department:		
General Fund	**Ch. 574 1**	**+55,021**
Other Funds	**Ch. 574 2**	**+774,097**
Federal Funds	**Ch. 574 4**	**+124,414**
Department of Veterans' Affairs:		
General Fund	**Ch. 585 1(1)**	**+187,515**
Lottery Funds	**Ch. 585 2(1)**	**+206,243**
Other Funds	**Ch. 585 3(1)**	**+208,976**
Employment Department:		
Other Funds	**Ch. 506 1(1)**	**+2,220,611**
Other Funds	**Ch. 506 1(2)**	**+565,360**
Federal Funds	**Ch. 506 4**	**+3,717,268**

(4) EDUCATION.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**$ Adjustment**
Teacher Standards and Practices Commission:		
Other Funds	**Ch. 584 1**	**+144,940**
Department of Education:		
General Fund	**Ch. 590 1(1)**	**+1,306,196**
General Fund	**Ch. 590 1(2)**	**+294,628**
Other Funds	**Ch. 590 3(1)**	**+495,428**
Other Funds	**Ch. 590 3(2)**	**+49,688**
Federal Funds	**Ch. 590 4(1)**	**+1,113,205**
Federal Funds	**Ch. 590 4(2)**	**+1,074**
Chief Education Office:		
General Fund	**Ch. 594 1**	**-39,492**
Higher Education Coordinating Commission:		
General Fund	**Ch. 595 1(1)**	**+362,423**
Other Funds	**Ch. 595 6(1)**	**+288,607**
Other Funds	**Ch. 595 6(2)**	**+13,920**
Federal Funds	**Ch. 595 7(1)**	**+309,274**
Federal Funds	**Ch. 595 7(2)**	**+699**

(5) HUMAN SERVICES.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Long Term Care Ombudsman:		
General Fund	**Ch. 579 1(1)**	**+72,097**
General Fund	**Ch. 579 1(2)**	**+41,832**
Other Funds	**Ch. 579 2**	**+13,815**
Commission for the Blind:		
General Fund	**Ch. 555 1**	**+109,015**
Other Funds	**Ch. 555 2**	**+7,016**
Federal Funds	**Ch. 555 3**	**+272,984**
Psychiatric Security Review Board:		
General Fund	**Ch. 411 1**	**+81,506**
Department of Human Services:		
General Fund	**Ch. 597 1(1)**	**+2,370,336**
General Fund	**Ch. 597 1(2)**	**+16,127,597**
General Fund	**Ch. 597 1(3)**	**+5,459,568**
Other Funds	**Ch. 597 2(1)**	**+152,447**
Other Funds	**Ch. 597 2(2)**	**+45,946**
Other Funds	**Ch. 597 2(3)**	**+99,939**
Other Funds	**Ch. 597 2(4)**	**+3,494,937**
Federal Funds	**Ch. 597 3(1)**	**+2,069,299**
Federal Funds	**Ch. 597 3(2)**	**+15,861,631**
Federal Funds	**Ch. 597 3(3)**	**+7,716,216**
Oregon Health Authority:		
General Fund	**Ch. 545 1(1)**	**+16,021,457**
General Fund	**Ch. 545 1(2)**	**+2,122,044**
Other Funds	**Ch. 545 2(1)**	**+2,209,004**
Other Funds	**Ch. 545 2(2)**	**+416,038**
Other Funds	**Ch. 545 2(3)**	**+3,675,633**
Lottery Funds	**Ch. 545 3(1)**	**+41,793**
Federal Funds	**Ch. 545 4(1)**	**+4,793,180**
Federal Funds	**Ch. 545 4(2)**	**+897,078**

(6) JUDICIAL BRANCH.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment

Commission on Judicial Fitness and Disability:		
General Fund	**Ch. 91 1(1)**	**+1,159**
Judicial Department:		
General Fund	**Ch. 575 1(1)**	**+808,020**
General Fund	**Ch. 575 1(2)**	**+3,509,159**
General Fund	**Ch. 575 1(3)**	**+55,132**
Other Funds	**Ch. 575 2(1)**	**+395,116**
Other Funds	**Ch. 575 2(2)**	**+1,280**
Other Funds	**Ch. 575 2(3)**	**+26,913**
Federal Funds	**Ch. 575 3**	**+4,937**
Public Defense Services Commission:		
General Fund	**Ch. 582 1(1)**	**+166,732**
General Fund	**Ch. 582 1(3)**	**+38,789**
Other Funds	**Ch. 582 2(2)**	**+13,630**

(7) LEGISLATIVE BRANCH.

Agency/Program/Funds	**2017 Oregon Laws Chapter/ Section**	**$ Adjustment**
Legislative Administration Committee:		
General Fund	**Ch. 577 1(1)**	**+181,080**
Other Funds	**Ch. 577 2(1)**	**+14,027**
Legislative Assembly:		
General Fund	**Ch. 577 6**	**+191,540**
General Fund	**Ch. 577 7(1)**	**+257,176**
General Fund	**Ch. 577 7(2)**	**+517,258**
Legislative Counsel Committee:		
General Fund	**Ch. 577 10**	**+151,576**
Other Funds	**Ch. 577 11**	**+17,079**
Legislative Fiscal Officer:		
General Fund	**Ch. 577 13(1)**	**+47,803**
Other Funds	**Ch. 577 13(2)**	**+36,897**
Legislative Revenue Officer:		
General Fund	**Ch. 577 15**	**+27,665**
Commission on Indian Services:		
General Fund	**Ch. 577 16**	**+5,035**
Legislative Policy and Research Committee:		
General Fund	**Ch. 577 14**	**+215,909**

(8) NATURAL RESOURCES.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
State Marine Board:		
Other Funds	**Ch. 299 1(1)**	**+145,490**
Other Funds	**Ch. 299 1(2)**	**+22,713**
Other Funds	**Ch. 299 1(3)**	**+32,610**
Other Funds	**Ch. 299 1(4)**	**+17,834**
Federal Funds	**Ch. 299 2(3)**	**+2,272**
State Department of Energy:		
Other Funds	**Ch. 543 1**	**+402,655**
Federal Funds	**Ch. 543 3**	**+42,762**
State Department of Geology and Mineral Industries:		
General Fund	**Ch. 508 1**	**+78,781**
Other Funds	**Ch. 508 2(1)**	**+41,967**
Other Funds	**Ch. 508 2(2)**	**+51,702**
Federal Funds	**Ch. 508 3**	**+102,942**
State Parks and Recreation Department:		
Other Funds	**Ch. 547 1(1)**	**+9,910**
Other Funds	**Ch. 547 1(2)**	**+134,633**
Other Funds	**Ch. 547 1(3)**	**-1,269**
Other Funds	**Ch. 547 1(4)**	**+922,377**
Other Funds	**Ch. 547 1(5)**	**+21,862**
General Fund	**Ch. 678 5**	**+9,835**
Lottery Funds	**Ch. 547 2(1)**	**+16,880**
Lottery Funds	**Ch. 547 2(2)**	**+214,237**
Lottery Funds	**Ch. 547 2(3)**	**+40,618**
Lottery Funds	**Ch. 547 2(4)**	**+1,167,677**
Lottery Funds	**Ch. 547 2(5)**	**+91,478**
Federal Funds	**Ch. 547 4(2)**	**+7,588**
Federal Funds	**Ch. 547 4(3)**	**+24,491**
Land Use Board of Appeals:		
General Fund	**Ch. 536 1**	**+25,506**
Water Resources Department:		
General Fund	**Ch. 606 1(1)**	**+39,499**
General Fund	**Ch. 606 1(2)**	**+264,179**
General Fund	**Ch. 606 1(3)**	**+86,396**
General Fund	**Ch. 606 1(4)**	**+186,767**
General Fund	**Ch. 606 1(5)**	**+90,336**
Other Funds	**Ch. 606 3(1)**	**+14,342**
Other Funds	**Ch. 606 3(2)**	**+61,195**
Other Funds	**Ch. 606 3(3)**	**+112,990**
Other Funds	**Ch. 606 3(4)**	**+100,332**
Federal Funds	**Ch. 606 4(1)**	**+21,086**

Federal Funds	**Ch. 606 4(2)**	**+5,297**
Oregon Watershed Enhancement Board:		
Lottery Funds	**Ch. 586 5**	**+174,369**
Federal Funds	**Ch. 586 7(1)**	**+87,762**
Department of State Lands:		
Other Funds	**Ch. 375 1(1)**	**+553,792**
Other Funds	**Ch. 375 1(2)**	**+10,957**
Other Funds	**Ch. 375 1(3)**	**+56,931**
Federal Funds	**Ch. 375 2(1)**	**+48,996**
State Department of Agriculture:		
General Fund	**Ch. 562 1(1)**	**+19,490**
General Fund	**Ch. 562 1(2)**	**+294,561**
General Fund	**Ch. 562 1(3)**	**+72,307**
General Fund	**Ch. 562 1(4)**	**+5,553**
Other Funds	**Ch. 562 2(1)**	**+206,905**
Other Funds	**Ch. 562 2(2)**	**+1,141,687**
Other Funds	**Ch. 562 2(3)**	**+112,748**
Other Funds	**Ch. 562 2(4)**	**+104,890**
Lottery Funds	**Ch. 562 3**	**+50,741**
Federal Funds	**Ch. 562 4(2)**	**+96,835**
Federal Funds	**Ch. 562 4(3)**	**+58,474**
Federal Funds	**Ch. 562 4(4)**	**+7,470**
Department of Environmental Quality:		
General Fund	**Ch. 591 1(1)**	**+270,996**
General Fund	**Ch. 591 1(2)**	**+499,137**
General Fund	**Ch. 591 1(3)**	**+39,660**
General Fund	**Ch. 591 1(4)**	**+21,762**
Other Funds	**Ch. 591 2(1)**	**+739,186**
Other Funds	**Ch. 591 2(2)**	**+554,481**
Other Funds	**Ch. 591 2(3)**	**+800,523**
Other Funds	**Ch. 591 2(4)**	**+436,228**
Lottery Funds	**Ch. 591 3**	**+122,134**
Federal Funds	**Ch. 591 5(1)**	**+133,208**
Federal Funds	**Ch. 591 5(2)**	**+121,397**
Federal Funds	**Ch. 591 5(3)**	**+75,914**
State Department of Fish and Wildlife:		
General Fund	**Ch. 544 1(1)**	**+538,177**
General Fund	**Ch. 544 1(2)**	**+102,141**
General Fund	**Ch. 544 1(3)**	**+9,087**
Other Funds	**Ch. 544 2(1)**	**+1,205,552**
Other Funds	**Ch. 544 2(2)**	**+576,455**
Other Funds	**Ch. 544 2(3)**	**+682,964**
Other Funds	**Ch. 544 2(4)**	**+5,542**
Lottery Funds	**Ch. 544 3(1)**	**+88,362**
Lottery Funds	**Ch. 544 3(2)**	**+21,167**
Lottery Funds	**Ch. 544 3(3)**	**+4,216**
Federal Funds	**Ch. 544 4(1)**	**+1,609,135**
Federal Funds	**Ch. 544 4(2)**	**+486,614**

Federal Funds	**Ch. 544 4(3)**	**+137,344**
State Forestry Department:		
General Fund	**Ch. 592 1(1)**	**+51,320**
General Fund	**Ch. 592 1(2)**	**+700,688**
General Fund	**Ch. 592 1(3)**	**+416,778**
Other Funds	**Ch. 592 2(1)**	**+480,901**
Other Funds	**Ch. 592 2(2)**	**+1,091,299**
Other Funds	**Ch. 592 2(3)**	**+1,687,298**
Other Funds	**Ch. 592 2(4)**	**+385,070**
Other Funds	**Ch. 592 2(7)**	**+164,703**
Federal Funds	**Ch. 592 4(1)**	**+43,829**
Federal Funds	**Ch. 592 4(2)**	**+98,401**
Federal Funds	**Ch. 592 4(3)**	**+1,920**
Federal Funds	**Ch. 592 4(4)**	**+105,906**
Department of Land Conservation and Development:		
General Fund	**Ch. 565 1(1)**	**+179,264**
Other Funds	**Ch. 565 2**	**+50,716**
Federal Funds	**Ch. 565 3**	**+65,882**

(9) PUBLIC SAFETY.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
State Board of Parole and Post-Prison Supervision:		
General Fund	**Ch. 548 1**	**+180,190**
Department of State Police:		
General Fund	**Ch. 581 1(1)**	**+1,575,151**
General Fund	**Ch. 581 1(2)**	**+125,426**
General Fund	**Ch. 581 1(3)**	**+146,605**
General Fund	**Ch. 581 1(4)**	**+3,155,089**
Other Funds	**Ch. 581 2(1)**	**+622,753**
Other Funds	**Ch. 581 2(2)**	**+252,710**
Other Funds	**Ch. 581 2(3)**	**+12,419**
Other Funds	**Ch. 581 2(4)**	**+900,952**
Federal Funds	**Ch. 581 3(1)**	**+10,287**
Federal Funds	**Ch. 581 3(2)**	**+7,591**
Federal Funds	**Ch. 581 3(3)**	**-557**
Federal Funds	**Ch. 581 3(4)**	**+7,075**
Lottery Funds	**Ch. 581 4**	**+76,711**
Department of Corrections:		
General Fund	**Ch. 573 1(1)**	**+21,524,617**
General Fund	**Ch. 573 1(2)**	**+2,457,908**
General Fund	**Ch. 573 1(3)**	**+1,154,665**

General Fund	**Ch. 573 1(4)**	**+477,296**
Other Funds	**Ch. 573 2(1)**	**+78,085**
Other Funds	**Ch. 573 2(2)**	**+186,114**
Oregon Criminal Justice Commission:		
General Fund	**Ch. 505 1**	**+95,330**
Federal Funds	**Ch. 505 3**	**+8,357**
Department of Justice, for district attorneys:		
General Fund	**Ch. 535 10**	**+113,730**
Department of Justice:		
General Fund	**Ch. 654 10**	**+8,038**
General Fund	**Ch. 576 1(2)**	**+6,024**
General Fund	**Ch. 576 1(3)**	**+117,436**
General Fund	**Ch. 576 1(4)**	**+37,885**
General Fund	**Ch. 576 1(6)**	**+597,530**
Other Funds	**Ch. 576 2(1)**	**+675,705**
Other Funds	**Ch. 576 2(2)**	**+417,107**
Other Funds	**Ch. 576 2(3)**	**+1,528,501**
Other Funds	**Ch. 576 2(4)**	**+253,040**
Other Funds	**Ch. 576 2(5)**	**+107,164**
Other Funds	**Ch. 576 2(6)**	**+925,501**
Other Funds	**Ch. 576 2(7)**	**+565,280**
Other Funds	**Ch. 576 2(8)**	**+393,137**
Federal Funds	**Ch. 576 3(1)**	**+110,185**
Federal Funds	**Ch. 576 3(2)**	**+27,745**
Federal Funds	**Ch. 576 3(3)**	**+62,215**
Federal Funds	**Ch. 576 3(4)**	**+1,925,818**
Oregon Military Department:		
General Fund	**Ch. 566 1(1)**	**+71,986**
General Fund	**Ch. 566 1(2)**	**+9,181**
General Fund	**Ch. 566 1(3)**	**+37,682**
Other Funds	**Ch. 566 2(1)**	**+61,609**
Other Funds	**Ch. 566 2(2)**	**+106,049**
Other Funds	**Ch. 566 2(3)**	**+168,474**
Other Funds	**Ch. 566 2(4)**	**+80,721**
Federal Funds	**Ch. 566 3(1)**	**+1,240,353**
Federal Funds	**Ch. 566 3(2)**	**+170,407**
Federal Funds	**Ch. 566 3(3)**	**+327,102**
Department of Public Safety Standards and Training:		
Other Funds	**Ch. 583 2(1)**	**+912,379**
Federal Funds	**Ch. 583 3**	**+4,396**
Oregon Youth Authority:		
General Fund	**Ch. 588 1(1)**	**+5,152,750**
Other Funds	**Ch. 588 2**	**-64,327**
Federal Funds	**Ch. 588 3**	**+162,100**

(10) TRANSPORTATION.

Agency/Program/Funds	2017 Oregon Laws Chapter/ Section	$ Adjustment
Oregon Department of Aviation:		
Other Funds	**Ch. 95 1(1)**	**+57,325**
Other Funds	**Ch. 95 1(2)**	**+11,096**
Other Funds	**Ch. 95 1(3)**	**+4,140**
Federal Funds	**Ch. 95 2(1)**	**+10,782**
Department of Transportation:		
Other Funds	**Ch. 604 4(2)**	**+6,811,666**
Other Funds	**Ch. 604 4(3)**	**+283,266**
Other Funds	**Ch. 604 4(4)**	**+519,271**
Other Funds	**Ch. 604 4(5)**	**+587,459**
Other Funds	**Ch. 604 4(6)**	**+652,423**
Other Funds	**Ch. 604 4(7)**	**+1,783,520**
Other Funds	**Ch. 604 4(8)**	**+1,082,525**
Other Funds	**Ch. 604 4(9)**	**+3,963,150**
Other Funds	**Ch. 604 4(10)**	**+1,517,067**
Other Funds	**Ch. 604 4(11)**	**+1,346,961**
Other Funds	**Ch. 604 4(12)**	**+83,287**
Other Funds	**Ch. 604 4(13)**	**+153,731**
Other Funds	**Ch. 604 4(14)**	**+78,773**
Other Funds	**Ch. 604 4(15)**	**+2,644,212**
Federal Funds	**Ch. 604 5(2)**	**+18,905**
Federal Funds	**Ch. 604 5(5)**	**+38,533**

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SECTION 181. This 2018 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2018 Act takes effect on its passage.

Passed by House March 3, 2018

.....
Timothy G. Sekerak, Chief Clerk of House

.....
Tina Kotek, Speaker of House

Passed by Senate March 3, 2018

.....
Peter Courtney, President of Senate

Received by Governor:

.....M.,....., 2018

Approved:

.....M.,....., 2018

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2018

.....
Dennis Richardson, Secretary of State

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HB 5201 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Nathanson

Joint Committee On Ways and Means

Action Date:	03/02/18
Action:	Do pass with amendments. (Printed A-Eng.)
House Vote	
Yeas:	10 - Gomberg, Holvey, McLane, Nathanson, Noble, Rayfield, Smith Warner, Stark, Whisnant, Williamson
Exc:	1 - Smith G
Senate Vote	
Yeas:	11 - DeBoer, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, President Courtney, Roblan, Steiner Hayward, Thomsen
Exc:	1 - Winters
Prepared By:	Linda Ames and Gregory Jolivette, Legislative Fiscal Office
Reviewed By:	Paul Siebert, Legislative Fiscal Office

Emergency Board
2017-19

Various Agencies
2017-19

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted $ Change	Committee Change from 2017-19 Leg. Adopted % Change
Emergency Board				
General Fund - General Purpose	$ 49,747,628	$ 49,747,628	$ -	0.0%
General Fund - Special Purpose Appropriations				
State Agencies for state employee compensation	$ 100,000,000	$ -	$ (100,000,000)	-100.0%
State Agencies for non-state worker compensation	$ 10,000,000	$ -	$ (10,000,000)	-100.0%
Long Term Care Ombudsman - public guardian	$ 200,000	$ -	$ (200,000)	-100.0%
Dept. of Human Services - foster parent supports	$ 750,000	$ -	$ (750,000)	-100.0%
Chief Education Office - 2nd year funding	$ 3,972,118	$ -	$ (3,972,118)	-100.0%
Judicial Dept. - grand jury recordings	$ 7,900,000	$ 7,900,000	$ -	0.0%
Dept. of Forestry - fire protection expenses	$ 6,000,000	$ 4,000,000	$ (2,000,000)	-33.3%
Department of Revenue - position reconciliation	$ -	$ 650,000	$ 650,000	
Secretary of State - 2018 Special Election costs	$ -	$ 1,656,115	$ 1,656,115	
Oregon Health Authority - mental health res. rates	$ -	$ 2,000,000	$ 2,000,000	
Department of Human Services - ventilator costs	$ -	$ 300,000	$ 300,000	
Dept. of Human Services/Oregon Health Auth. - caseload costs or other budget challenges	$ -	$ 30,000,000	$ 30,000,000	
Department of Human Services - child welfare costs	$ -	$ 2,500,000	$ 2,500,000	
ADMINISTRATION PROGRAM AREA				
Department of Administrative Services				
General Fund	$ 12,606,693	$ 20,931,500	$ 8,324,807	66.0%
General Fund Debt Service	$ 7,254,563	$ 7,137,196	$ (117,367)	-1.6%
Lottery Funds Debt Service	$ 16,294,967	$ 15,873,695	$ (421,272)	-2.6%
Other Funds	$ 514,676,438	$ 537,626,451	$ 22,950,013	4.5%
Other Funds Debt Service	$ 406,585,310	$ 406,616,039	$ 30,729	0.0%
Advocacy Commissions Office				
General Fund	$ 697,136	$ 720,802	$ 23,666	3.4%
Employment Relations Board				
General Fund	$ 2,491,749	$ 2,556,694	$ 64,945	2.6%
Other Funds	$ 2,500,764	$ 2,556,456	$ 55,692	2.2%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
Oregon Government Ethics Commission				
Other Funds	$ 2,705,247	$ 2,758,688	$ 53,441	2.0%
Office of the Governor				
General Fund	$ 12,947,791	$ 13,660,135	$ 712,344	5.5%
Lottery Funds	$ 3,689,100	$ 3,723,949	$ 34,849	0.9%
Other Funds	$ 3,322,288	$ 3,413,769	$ 91,481	2.8%
Federal Funds	$ 6,907,780	$ 3,585,152	$ (3,322,628)	-48.1%
Oregon Liquor Control Commission				
Other Funds	$ 206,250,022	$ 212,267,011	$ 6,016,989	2.9%
Public Employees Retirement System,				
Other Funds	$ 98,448,004	$ 101,458,179	$ 3,010,175	3.1%
Racing Commission				
Other Funds	$ 6,353,396	$ 6,422,599	$ 69,203	1.1%
Department of Revenue				
General Fund	$ 188,533,904	$ 194,469,572	$ 5,935,668	3.1%
Other Funds	$ 124,776,501	$ 129,820,700	$ 5,044,199	4.0%
Secretary of State				
General Fund	$ 10,426,561	$ 12,649,135	$ 2,222,574	21.3%
Other Funds	$ 56,998,482	$ 58,170,519	$ 1,172,037	2.1%
Federal Funds	$ 4,721,387	$ 4,882,166	$ 160,779	3.4%
State Library				
General Fund	$ 3,990,257	$ 4,060,172	$ 69,915	1.8%
Other Funds	$ 6,717,774	$ 6,842,189	$ 124,415	1.9%
Federal Funds	$ 5,275,247	$ 5,309,791	$ 34,544	0.7%

Budget Summary*	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
State Treasurer				
General Fund	$ 3,490,552	$ 5,361,270	$ 1,870,718	53.6%
Other Funds	$ 80,418,025	$ 82,003,898	$ 1,585,873	2.0%
CONSUMER AND BUSINESS SERVICES PROGRAM AREA				
State Board of Accountancy				
Other Funds	$ 2,583,982	$ 2,617,527	$ 33,545	1.3%
Chiropractic Examiners Board				
Other Funds	$ 2,014,079	$ 2,027,840	$ 13,761	0.7%
Consumer and Business Services				
Other Funds	$ 246,276,380	$ 252,580,722	$ 6,304,342	2.6%
Federal Funds	$ 14,466,034	$ 16,803,370	$ 2,337,336	16.2%
Construction Contractors Board				
Other Funds	$ 15,859,876	$ 16,174,047	$ 314,171	2.0%
Board of Dentistry				
Other Funds	$ 3,277,010	$ 3,328,763	$ 51,753	1.6%
Health Related Licensing Boards				
State Mortuary and Cemetery Board				
Other Funds	$ 2,152,200	$ 2,191,749	$ 39,549	1.8%
Board of Naturopathic Medicine				
Other Funds	$ 799,923	$ 809,413	$ 9,490	1.2%
Occupational Therapy Licensing Board				
Other Funds	$ 483,425	$ 514,522	$ 31,097	6.4%
Board of Medical Imaging				
Other Funds	$ 886,265	$ 898,304	$ 12,039	1.4%
State Board of Examiners for Speech-Language Pathology and Audiology				
Other Funds	$ 615,945	$ 756,010	$ 140,065	22.7%

Budget Summary*	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
Oregon State Veterinary Medical Examining Board				
Other Funds	$ 973,220	$ 1,034,917	$ 61,697	6.3%
Bureau of Labor and Industries				
General Fund	$ 13,119,229	$ 13,461,114	$ 341,885	2.6%
Other Funds	$ 12,162,061	$ 12,675,846	$ 513,785	4.2%
Federal Funds	$ 1,258,596	$ 1,297,545	$ 38,949	3.1%
Licensed Social Workers, Board of				
Other Funds	$ 1,697,440	$ 1,717,671	$ 20,231	1.2%
Oregon Medical Board				
Other Funds	$ 12,595,547	$ 12,840,109	$ 244,562	1.9%
Mental Health Regulatory Agency				
Other Funds	$ 3,462,553	$ 3,509,699	$ 47,146	1.4%
Board of Nursing				
Other Funds	$ 16,595,386	$ 16,847,478	$ 252,092	1.5%
Board of Pharmacy				
Other Funds	$ 7,335,399	$ 7,464,610	$ 129,211	1.8%
Public Utility Commission				
Other Funds	$ 45,128,415	$ 45,919,838	$ 791,423	1.8%
Federal Funds	$ 715,100	$ 742,231	$ 27,131	3.8%
Real Estate Agency				
Other Funds	$ 7,621,789	$ 7,781,918	$ 160,129	2.1%

Budget Summary*	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA				
Oregon Business Development Department				
General Fund	$ 15,951,696	$ 15,977,133	$ 25,437	0.2%
General Fund Debt Service	$ 39,144,515	$ 39,036,407	$ (108,108)	-0.3%
Lottery Funds	$ 115,975,469	$ 117,789,412	$ 1,813,943	1.6%
Other Funds	$ 378,417,137	$ 379,465,905	$ 1,048,768	0.3%
Other Funds Debt Service	$ -	$ 108,109	$ 108,109	
Federal Funds	$ 40,717,603	$ 41,457,527	$ 739,924	1.8%
Employment Department				
Other Funds	$ 144,544,337	$ 152,904,308	$ 8,359,971	5.8%
Federal Funds	$ 155,927,081	$ 159,644,349	$ 3,717,268	2.4%
Housing and Community Services Department				
General Fund	$ 54,438,010	$ 59,693,031	$ 5,255,021	9.7%
Lottery Funds	$ 16,357,282	$ 17,507,282	$ 1,150,000	7.0%
Other Funds	$ 209,274,996	$ 228,524,093	$ 19,249,097	9.2%
Federal Funds	$ 122,692,797	$ 122,817,211	$ 124,414	0.1%
Department of Veterans' Affairs				
General Fund	$ 8,380,599	$ 8,568,114	$ 187,515	2.2%
Lottery Funds	$ 14,856,025	$ 15,062,268	$ 206,243	1.4%
Other Funds	$ 100,316,941	$ 100,525,917	$ 208,976	0.2%
Federal Funds	$ 500,000	$ 1,000,000	$ 500,000	100.0%
EDUCATION PROGRAM AREA				
Department of Education				
General Fund	$ 802,687,885	$ 806,519,417	$ 3,831,532	0.5%
General Fund Debt Service	$ 18,263,417	$ 18,239,116	$ (24,301)	-0.1%
Other Funds	$ 441,326,984	$ 481,934,415	$ 40,607,431	9.2%
Other Funds Debt Service	$ -	$ 24,302	$ 24,302	
Federal Funds	$ 1,053,144,232	$ 1,054,258,511	$ 1,114,279	0.1%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
State School Fund				
General Fund	$ 7,653,853,380	$ 7,582,892,067	$ (70,961,313)	-0.9%
Lottery Funds	$ 464,758,594	$ 535,719,907	$ 70,961,313	15.3%
Higher Education Coordinating Commission				
General Fund	$ 31,611,113	$ 32,288,585	$ 677,472	2.1%
Other Funds	$ 34,277,137	$ 35,810,339	$ 1,533,202	4.5%
Federal Funds	$ 114,075,784	$ 118,191,072	$ 4,115,288	3.6%
State Support for Community Colleges				
General Fund Debt Service	$ 26,778,761	$ 26,551,170	$ (227,591)	-0.8%
Other Funds Debt Service	$ 550,000	$ 777,592	$ 227,592	41.4%
State Support for Public Universities				
General Fund	$ 904,264,998	$ 907,514,998	$ 3,250,000	0.4%
General Fund Debt Service	$ 153,230,455	$ 150,990,325	$ (2,240,130)	-1.5%
Other Funds Debt Service	$ 900,000	$ 3,140,132	$ 2,240,132	248.9%
Oregon Health Sciences University				
General Fund Debt Service	$ 21,774,770	$ 21,750,337	$ (24,433)	-0.1%
Other Funds Debt Service	$ 38,828,443	$ 38,576,738	$ (251,705)	-0.6%
Chief Education Office				
General Fund	$ 3,652,812	$ 8,207,271	$ 4,554,459	124.7%
Teacher Standards and Practices				
Other Funds	$ 8,961,470	$ 9,106,410	$ 144,940	1.6%
HUMAN SERVICES PROGRAM AREA				
Commission for the Blind				
General Fund	$ 3,426,922	$ 3,535,937	$ 109,015	3.2%
Other Funds	$ 1,475,033	$ 1,482,049	$ 7,016	0.5%
Federal Funds	$ 16,372,609	$ 16,645,593	$ 272,984	1.7%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted $ Change	Committee Change from 2017-19 Leg. Adopted % Change
Oregon Health Authority				
General Fund	$ 2,118,221,508	$ 2,095,006,278	$ (23,215,230)	-1.1%
General Fund Debt Service	$ 67,714,171	$ 66,343,686	$ (1,370,485)	-2.0%
Lottery Funds	$ 12,457,116	$ 12,498,909	$ 41,793	0.3%
Other Funds	$ 6,653,688,309	$ 6,729,723,047	$ 76,034,738	1.1%
Other Funds Debt Service	$ -	$ 1,371,293	$ 1,371,293	
Federal Funds	$ 10,913,483,621	$ 11,157,123,747	$ 243,640,126	2.2%
Department of Human Services				
General Fund	$ 3,109,000,548	$ 3,197,087,399	$ 88,086,851	2.8%
Other Funds	$ 598,001,557	$ 654,392,908	$ 56,391,351	9.4%
Federal Funds	$ 5,463,087,605	$ 5,574,153,008	$ 111,065,403	2.0%
Long Term Care Ombudsman				
General Fund	$ 6,087,623	$ 6,401,552	$ 313,929	5.2%
Other Funds	$ 894,242	$ 908,057	$ 13,815	1.5%
Psychiatric Security Review Board				
General Fund	$ 2,966,321	$ 3,047,827	$ 81,506	2.7%
JUDICIAL BRANCH				
Judicial Department				
General Fund	$ 447,037,989	$ 454,524,551	$ 7,486,562	1.7%
Other Funds	$ 247,670,281	$ 248,093,590	$ 423,309	0.2%
Federal Funds	$ 1,339,352	$ 1,344,289	$ 4,937	0.4%
Commission on Judicial Fitness and Disability				
General Fund	$ 251,551	$ 252,710	$ 1,159	0.5%
Public Defense Services Commission				
General Fund	$ 303,430,035	$ 305,425,556	$ 1,995,521	0.7%
Other Funds	$ 4,954,313	$ 4,967,943	$ 13,630	0.3%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted $ Change	Committee Change from 2017-19 Leg. Adopted % Change
LEGISLATIVE BRANCH				
Legislative Administration Committee				
General Fund	$ 28,445,653	$ 29,236,618	$ 790,965	2.8%
General Fund Debt Service	$ 12,428,295	$ 12,379,677	$ (48,618)	-0.4%
Other Funds	$ 3,017,853	$ 3,183,430	$ 165,577	5.5%
Other Funds Debt Service	$ 1,164,070	$ 1,212,689	$ 48,619	4.2%
Legislative Assembly				
General Fund	$ 40,368,569	$ 40,959,543	$ 590,974	1.5%
Legislative Commission on Indian Services				
General Fund	$ 537,318	$ 542,353	$ 5,035	0.9%
Legislative Counsel				
General Fund	$ 12,552,965	$ 12,329,541	$ (223,424)	-1.8%
Other Funds	$ 1,579,137	$ 1,846,216	$ 267,079	16.9%
Legislative Fiscal Office				
General Fund	$ 4,117,795	$ 4,165,598	$ 47,803	1.2%
Other Funds	$ 3,655,385	$ 3,692,282	$ 36,897	1.0%
Legislative Policy and Research Office				
General Fund	$ 8,847,088	$ 9,903,112	$ 1,056,024	11.9%
Legislative Revenue Office				
General Fund	$ 3,017,916	$ 3,045,581	$ 27,665	0.9%

Budget Summary*	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
NATURAL RESOURCES PROGRAM AREA				
State Department of Agriculture				
General Fund	$ 22,307,042	$ 22,698,953	$ 391,911	1.8%
Lottery Funds	$ 8,103,745	$ 9,001,307	$ 897,562	11.1%
Other Funds	$ 66,605,463	$ 68,154,857	$ 1,549,394	2.3%
Federal Funds	$ 17,452,844	$ 17,615,623	$ 162,779	0.9%
State Department of Energy				
Other Funds	$ 35,206,624	$ 35,609,279	$ 402,655	1.1%
Federal Funds	$ 2,412,636	$ 2,455,398	$ 42,762	1.8%
Department of Environmental Quality				
General Fund	$ 40,804,031	$ 43,718,803	$ 2,914,772	7.1%
General Fund Debt Service	$ 3,824,980	$ 4,658,847	$ 833,867	21.8%
Lottery Funds	$ 4,610,577	$ 4,732,711	$ 122,134	2.6%
Other Funds	$ 169,639,110	$ 192,862,876	$ 23,223,766	13.7%
Federal Funds	$ 28,593,914	$ 29,266,525	$ 672,611	2.4%
State Department of Fish and Wildlife				
General Fund	$ 28,408,880	$ 29,458,285	$ 1,049,405	3.7%
Lottery Funds	$ 5,212,514	$ 5,326,259	$ 113,745	2.2%
Other Funds	$ 181,354,898	$ 183,825,411	$ 2,470,513	1.4%
Federal Funds	$ 133,139,592	$ 135,372,685	$ 2,233,093	1.7%
Department of Forestry				
General Fund	$ 68,242,727	$ 96,105,737	$ 27,863,010	40.8%
Other Funds	$ 340,602,781	$ 366,655,973	$ 26,053,192	7.6%
Federal Funds	$ 33,657,195	$ 33,907,251	$ 250,056	0.7%
Department of Geology and Mineral Industries				
General Fund	$ 4,631,168	$ 4,709,949	$ 78,781	1.7%
Other Funds	$ 6,787,859	$ 6,881,528	$ 93,669	1.4%
Federal Funds	$ 5,937,915	$ 6,040,857	$ 102,942	1.7%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
Department of Land Conservation and Development				
General Fund	$ 12,951,689	$ 13,430,953	$ 479,264	3.7%
Other Funds	$ 1,734,829	$ 1,785,545	$ 50,716	2.9%
Federal Funds	$ 6,421,857	$ 6,487,739	$ 65,882	1.0%
Land Use Board of Appeals				
General Fund	$ 1,927,050	$ 1,952,556	$ 25,506	1.3%
Oregon Marine Board				
Other Funds	$ 26,923,945	$ 27,142,592	$ 218,647	0.8%
Federal Funds	$ 6,631,041	$ 6,633,313	$ 2,272	0.0%
Department of Parks and Recreation				
General Fund	$ 218,894	$ 228,729	$ 9,835	4.5%
Lottery Funds	$ 100,597,217	$ 102,128,107	$ 1,530,890	1.5%
Other Funds	$ 99,889,179	$ 101,196,692	$ 1,307,513	1.3%
Federal Funds	$ 16,389,923	$ 16,422,002	$ 32,079	0.2%
Department of State Lands				
Other Funds	$ 47,925,059	$ 56,436,137	$ 8,511,078	17.8%
Federal Funds	$ 2,261,458	$ 2,466,188	$ 204,730	9.1%
Water Resources Department				
General Fund	$ 31,483,809	$ 32,150,986	$ 667,177	2.1%
Other Funds	$ 61,306,639	$ 66,865,131	$ 5,558,492	9.1%
Federal Funds	$ 1,879,534	$ 1,905,917	$ 26,383	1.4%
Watershed Enhancement Board				
Lottery Funds	$ 74,415,091	$ 79,589,460	$ 5,174,369	7.0%
Federal Funds	$ 41,671,381	$ 41,759,143	$ 87,762	0.2%

Budget Summary*

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted $ Change	Committee Change from 2017-19 Leg. Adopted % Change
PUBLIC SAFETY PROGRAM AREA				
Department of Corrections				
General Fund	$ 1,568,314,745	$ 1,593,929,231	$ 25,614,486	1.6%
General Fund Debt Service	$ 112,749,173	$ 112,706,132	$ (43,041)	0.0%
Other Funds	$ 43,244,547	$ 43,508,746	$ 264,199	0.6%
Other Funds Debt Service	$ -	$ 43,042	$ 43,042	
Oregon Criminal Justice Commission				
General Fund	$ 64,926,239	$ 65,021,569	$ 95,330	0.1%
Other Funds	$ 511,392	$ 961,392	$ 450,000	88.0%
Federal Funds	$ 7,170,201	$ 8,224,498	$ 1,054,297	14.7%
District Attorneys and their Deputies				
General Fund	$ 12,478,724	$ 12,592,454	$ 113,730	0.9%
Department of Justice				
General Fund	$ 72,122,805	$ 73,202,693	$ 1,079,888	1.5%
General Fund Debt Service	$ 12,530,237	$ 12,507,190	$ (23,047)	-0.2%
Other Funds	$ 321,296,607	$ 330,308,027	$ 9,011,420	2.8%
Federal Funds	$ 179,004,039	$ 186,688,612	$ 7,684,573	4.3%
Oregon Military Department				
General Fund	$ 25,608,114	$ 27,578,231	$ 1,970,117	7.7%
Other Funds	$ 106,851,901	$ 112,711,583	$ 5,859,682	5.5%
Federal Funds	$ 271,814,624	$ 289,973,794	$ 18,159,170	6.7%
Oregon Board of Parole				
General Fund	$ 8,868,686	$ 9,048,876	$ 180,190	2.0%
Department of State Police				
General Fund	$ 269,292,257	$ 280,526,031	$ 11,233,774	4.2%
Lottery Funds	$ 8,069,250	$ 8,145,961	$ 76,711	1.0%
Other Funds	$ 136,707,491	$ 151,266,325	$ 14,558,834	10.6%
Federal Funds	$ 12,249,830	$ 12,274,226	$ 24,396	0.2%

Budget Summary*	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			$ Change	% Change
Department of Public Safety Standards and Training				
Other Funds	$ 43,523,261	$ 49,116,738	$ 5,593,477	12.9%
Federal Funds	$ 8,007,963	$ 8,012,359	$ 4,396	0.1%
Oregon Youth Authority				
General Fund	$ 307,443,048	$ 312,595,798	$ 5,152,750	1.7%
Other Funds	$ 11,597,846	$ 11,533,519	$ (64,327)	-0.6%
Federal Funds	$ 37,166,220	$ 37,328,320	$ 162,100	0.4%
TRANSPORTATION PROGRAM AREA				
Department of Aviation				
Other Funds	$ 12,190,805	$ 13,213,366	$ 1,022,561	8.4%
Federal Funds	$ 4,514,961	$ 4,525,743	$ 10,782	0.2%
Department of Transportation				
Lottery Funds Debt Service	$ 120,644,222	$ 119,636,050	$ (1,008,172)	-0.8%
Other Funds	$ 3,232,865,421	$ 3,370,904,665	$ 138,039,244	4.3%
Other Funds Debt Service	$ 415,126,500	$ 416,134,673	$ 1,008,173	0.2%
Federal Funds	$ 105,699,330	$ 105,756,768	$ 57,438	0.1%
2017-19 Budget Summary				
General Fund Total	$ 18,530,053,820	$ 18,572,698,743	$ 42,644,923	0.2%
General Fund Debt Service Total	$ 475,693,337	$ 472,300,083	$ (3,393,254)	-0.7%
Lottery Funds Total	$ 829,101,980	$ 911,225,532	$ 82,123,552	9.9%
Lottery Funds Debt Service Total	$ 136,939,189	$ 135,509,745	$ (1,429,444)	-1.0%
Other Funds Total	$ 15,264,508,605	$ 15,762,532,733	$ 498,024,128	3.3%
Other Funds Debt Service Total	$ 863,154,323	$ 868,004,609	$ 4,850,286	0.6%
Federal Funds Total	$ 18,836,761,286	$ 19,232,372,523	$ 395,611,237	2.1%

* Excludes Capital Construction

Position Summary

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			Change	% Change
ADMINISTRATION PROGRAM AREA				
Department of Administrative Services				
Authorized Positions	908	914	6	0.7%
Full-time Equivalent (FTE) positions	903.38	906.96	3.58	0.4%
Office of the Governor				
Authorized Positions	59	61	2	3.4%
Full-time Equivalent (FTE) positions	58.50	59.13	0.63	1.1%
Oregon Liquor Control Commission				
Authorized Positions	304	321	17	5.6%
Full-time Equivalent (FTE) positions	298.82	310.16	11.34	3.8%
Public Employees Retirement System				
Authorized Positions	373	376	3	0.8%
Full-time Equivalent (FTE) positions	372.29	374.30	2.01	0.5%
Department of Revenue				
Authorized Positions	1,007	1,101	94	9.3%
Full-time Equivalent (FTE) positions	933.85	963.28	29.43	3.2%
Secretary of State				
Authorized Positions	213	215	2	0.9%
Full-time Equivalent (FTE) positions	212.77	214.03	1.26	0.6%
CONSUMER AND BUSINESS SERVICES PROGRAM AREA				
Consumer and Business Services				
Authorized Positions	965	966	1	0.1%
Full-time Equivalent (FTE) positions	957.36	958.03	0.67	0.1%

Position Summary

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			Change	% Change
Bureau of Labor and Industries				
Authorized Positions	107	107	-	0.0%
Full-time Equivalent (FTE) positions	104.88	105.38	0.50	0.5%
Health-Related Licensing Boards				
Authorized Positions	21	22	1	4.8%
Full-time Equivalent (FTE) positions	20.25	20.56	0.31	1.5%
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA				
Employment Department				
Authorized Positions	1,298.00	1,320	22	1.7%
Full-time Equivalent (FTE) positions	1,239.78	1,259.03	19.25	1.6%
Housing and Community Services				
Authorized Positions	164	165	1	0.6%
Full-time Equivalent (FTE) positions	152.65	153.28	0.63	0.4%
EDUCATION PROGRAM AREA				
Chief Education Office				
Authorized Positions	14	14	-	0.0%
Full-time Equivalent (FTE) positions	6.40	12.15	5.75	89.8%
Department of Education				
Authorized Positions	551	565	14	2.5%
Full-time Equivalent (FTE) positions	537.54	544.76	7.22	1.3%
Higher Education Coordinating Commission				
Authorized Positions	124	130	6	4.8%
Full-time Equivalent (FTE) positions	116.20	118.45	2.25	1.9%

Position Summary

	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			Change	% Change
HUMAN SERVICES PROGRAM AREA				
Oregon Health Authority				
Authorized Positions	4,646	4,177	(469)	-10.1%
Full-time Equivalent (FTE) positions	4,591.03	4,274.45	(316.58)	-6.9%
Department of Human Services				
Authorized Positions	8,349	9,056	707	8.5%
Full-time Equivalent (FTE) positions	8,164.07	8,612.17	448.10	5.5%
Long Term Care Ombudsman				
Authorized Positions	25	27	2	8.0%
Full-time Equivalent (FTE) positions	24.50	25.50	1.00	4.1%
NATURAL RESOURCES PROGRAM AREA				
State Department of Agriculture				
Authorized Positions	489	501	12	2.5%
Full-time Equivalent (FTE) positions	370.46	375.73	5.27	1.4%
Department of Environmental Quality				
Authorized Positions	745	751	6	0.8%
Full-time Equivalent (FTE) positions	723.89	730.67	6.78	0.9%
Department of State Lands				
Authorized Positions	111	113	2	1.8%
Full-time Equivalent (FTE) positions	109.33	110.67	1.34	1.2%
PUBLIC SAFETY PROGRAM AREA				
Department of Justice				
Authorized Positions	1,374	1,379	5	0.4%
Full-time Equivalent (FTE) positions	1,348.42	1,355.40	6.98	0.5%

Position Summary	2017-19 Legislatively Adopted Budget	2018 Committee Recommendation	Committee Change from 2017-19 Leg. Adopted	
			Change	% Change
Department of State Police				
Authorized Positions	1,345	1,370	25	1.9%
Full-time Equivalent (FTE) positions	1,321.62	1,346.62	25.00	1.9%
Department of Public Safety Standards and Training				
Authorized Positions	152	165	13	8.6%
Full-time Equivalent (FTE) positions	150.05	157.59	7.54	5.0%
TRANSPORTATION PROGRAM AREA				
Department of Transportation				
Authorized Positions	4,537	4,716	179	3.9%
Full-time Equivalent (FTE) positions	4,425.34	4,502.97	77.63	1.8%

Summary of Revenue Changes

The General Fund appropriations made in the bill are within resources available as projected in the March 2018 economic and revenue forecast by the Department of Administrative Services Office of Economic Analysis.

Summary of Capital Construction Subcommittee Action

HB 5201 is the omnibus budget reconciliation bill for the 2018 legislative session, implementing the statewide rebalance plan that addresses changes in projected revenues and expenditures since the close of the 2017 session. The Subcommittee approved HB 5201 with amendments to reflect budget adjustments as described below.

Statewide Adjustments

EMPLOYEE COMPENSATION DISTRIBUTION

The Subcommittee approved allocation of $98.4 million General Fund to state agencies for employee compensation. The General Fund appropriation is expected to cover 100% of the statewide estimate of costs for compensation and benefit changes agreed to through collective bargaining or other salary agreements. Total compensation adjustments include $98.4 million General Fund, $2.3 million Lottery Funds, $80.8 million Other Funds, and $43.3 million Federal Funds.

OTHER STATEWIDE ADJUSTMENTS

Other statewide adjustments include adjustments for Pension Obligation Bond (POB) payments and fully funding the General Fund need of employee compensation for small agencies. POB adjustments generated a net cost of $1.7 million Total Funds, but included General Fund savings of $1.5 million.

Section 180 of the budget bill reflects the changes, as described above, for each agency. These adjustments are not addressed in the agency narratives, although they are included in the table at the beginning of the budget report.

Other statewide adjustments also reflect budget changes in multiple agencies to apply Other Fund balances generated through excess Lottery Fund reserves, excess bond proceeds, and interest earnings to debt service. A technical adjustment to the Department of Administrative Services Other Fund debt service is also included. Total net debt service savings are $2.8 million General Fund and $1.4 million Lottery Funds. New Other Funds expenditure limitations for the Oregon Business Development Department ($108,109), the Department of Education ($24,302), the Higher Education Coordinating Commission ($24,434), and the Department of Corrections ($42,042) are established to accommodate the use of fund balances for debt payments, while existing Other Funds expenditure limitations for a number of other agencies are collectively increased by $3.6 million.

Sections 75, 76, 77, 95, and 170 of the budget bill reflect the changes, as described above, for each agency. These adjustments are not addressed in the agency narratives, although they are included in the table at the beginning of the budget report.

Emergency Board

As part of the 2017-19 biennium statewide rebalance plan, HB 5201 adjusts the Emergency Board's special purpose appropriations as follows:

- Eliminates the special purpose appropriation for state agencies for compensation of state employees of $100 million, and makes General Fund appropriations to various state agencies of $96.9 for state employee compensation changes and adjustments for Pension Obligation Bond payments.
- Eliminates the $10 million special purpose appropriation for compensation driven by collective bargaining costs of workers who are not state employees; the bulk of these funds are appropriated to the Department of Human Services. Details on how the funding is being used is found under that agency's section of this budget report.
- Eliminates the $200,000 special purpose appropriation to the Emergency Board for costs associated with the public guardian program and makes a corresponding appropriation to the Long Term Care Ombudsman to provide the program additional resources.
- Eliminates the $750,000 special purpose appropriation to the Emergency Board for foster parent supports and adds the same amount of General Fund to the Child Welfare program budget within the Department of Human Services.
- Eliminates the $3,972,118 special purpose appropriation to the Emergency Board for funding the second year of the biennium for the Chief Education Office. This bill does appropriate General Fund for the full biennium for the Chief Education Office. The Office is set to sunset at the end of the current biennium.
- Reduces the special purpose appropriation for the Department of Forestry for fire protection expenses by $2.0 million in conjunction with a corresponding General Fund appropriation to the Department of Forestry for emergency firefighting costs during the 2017 fire season.
- Establishes a $650,000 special purpose appropriation for the Department of Revenue for potential position reconciliation costs with the priority assigned to those in the Property Tax Division.
- Establishes a $2,000,000 special purpose appropriation for the Oregon Health Authority for rate increases for certain residential mental health service providers.
- Establishes a $1,656,115 special purpose appropriation to be allocated to the Secretary of State for reimbursement of Elections Division and county costs of conducting the January 2018 Special Election. The appropriation is available to reimburse eligible costs that were not reimbursed through a similar appropriation made directly to the Secretary of State for this purpose in this bill.
- Establishes a $300,000 special purpose appropriation for Department of Human Services to increase access to ventilator-assisted services in nursing facilities.
- Establishes a $30 million special purpose appropriation for the Oregon Health Authority or the Department of Human Services for caseload costs or other budget challenges that the agencies are unable to mitigate. Known potential challenges include changes to

caseloads based on future forecasts, the agencies' ability to manage personal services expenditures including cost of living increases or other bargained costs, volatility in usage-based costs or charges for services, assessment of federal program penalties or repayments, federal law or funding changes, and legal costs.

- Establishes a new $2.5 million special purpose appropriation for the Department of Human Services to access for the Child Welfare program as the agency continues to develop and implement its action plan to improve child safety, stabilize the workforce stability, and help foster families.

If remaining special purpose appropriations are not allocated by the Emergency Board before December 1, 2018, any remaining funds become available to the Emergency Board for general purposes.

The Subcommittee established a reservation within the general purpose Emergency Fund of $1.0 million for the Oregon Department of Forestry for the purpose of eradication efforts of the European lineage (EU1) of Phytophthora ramorum, the invasive, non-native, pathogen that causes the sudden oak death (SOD) disease in tanoak and possibly damages or kills certain conifer tree species. The Oregon Department of Forestry (ODF) may request allocation of the reservation from the Emergency Board if all other sources of funding supporting SOD eradication efforts have been expended and the agency evidences that additional funding will result in a demonstrative reduction in the incidence or spread of the pathogen in Oregon.

Adjustments to 2017-19 Agency Budgets

ADMINISTRATION

Department of Administrative Services

The Subcommittee approved a one-time $438,465 General Fund appropriation to restore a reduction to the CASA Volunteer Program that was transferred temporarily to the Department of Administrative Services (DAS) by HB 2600 (2017) and increased the Other Funds expenditure limitation by $170,000 for the same program to accommodate payments to local CASA programs that are eligible to receive federal Title IV-E monies transferred to DAS by the Department of Human Services (DHS).

A one-time $2.5 million Other Funds expenditure limitation increase was included for the Office of the State Chief Information Officer to support acquisition of fiber assets in partnership with Oregon State University for the establishment of a new core fiber network to support state agencies and Oregon's research universities through the "OregonFIBER" partnership. This expenditure will enable the establishment of a new public statewide core network spanning more than 2,200 miles with speeds up to 100 Gbs. In addition, the Other Funds expenditure limitation

for the State Data Center (SDC) was increased by $779,154 on a one-time basis to pay the costs associated with moving the Oregon Youth Authority's (OYA) information technology assets into the SDC.

Technical budget adjustments necessary to finalize the consolidation of IT security positions started in the 2017-19 adopted budget for DAS were also approved. These adjustments included decreasing Other Funds expenditure limitation for the State Data Center by $288,399 and one position (1.00 FTE), with a corresponding increase in the Office of the State Chief Information of $288,399 Other Funds expenditure limitation and one position (1.00 FTE).

The Subcommittee approved an Other Funds expenditure limitation increase of $132,524 in the Chief Operating Office for an economist position (0.63 FTE) dedicated to working on forecasting revenues from the sale of cannabis products and to produce the annual forecast on the supply of clean fuels. The Departments of Environmental Quality and Transportation will contribute two-thirds of the cost of the position and the Oregon Liquor Control Commission will provide the remaining one-third of the position funding for the remainder of the 2017-19 biennium, with the understanding the ongoing cost of the position will be proposed for funding through DAS rates in the 2019-21 biennium.

The Subcommittee also approved the transfer of an IT procurement position from DHS to DAS Enterprise Goods and Services by increasing the Other Funds expenditure limitation by $152,247 and establishing one position (0.63 FTE). DHS will continue to pay for the position for the remainder of the 2017-19 biennium, with the understanding the ongoing cost of the position will be proposed for funding through DAS rates in the 2019-21 biennium.

The following one-time Other Funds expenditure limitation increases were approved for Enterprise Asset Management for the following purposes:

- $6,250,000 for infrastructure improvements at the Mill Creek Corporate Center. Infrastructure improvements at the Center are necessary for parcels to be sold and developed. These improvements are paid for with proceeds from land sales at the Center.
- $1,375,000 Other Funds expenditure limitation increase for six limited duration construction manager positions established in the 2017-19 legislatively adopted budget to oversee deferred maintenance projects funded through the Capital Projects Fund. At the time the budget was adopted, DAS thought the positions could be paid for using expenditure limitation from each project. Since then the Department determined that the positions should be supported through standalone Other Funds expenditure limitation for personal services.
- $860,000 to secure and maintain the Hillcrest ($500,000) and North Coast ($310,000) Youth Correctional Facilities. Both facilities were transferred to DAS by OYA as surplus property. DAS will start the process of disposing of both properties in the current biennium, however, it is likely that final disposition will not occur until the 2019-21 biennium.

House Bill 5201 includes one-time General Fund appropriations to the Department of Administrative Services for the following purposes:

- $1,895,000 for disbursement to the Rogue River Valley Irrigation District for the Bradshaw Drop Irrigation Canal project;
- $1,100,000 for disbursement to the National Urban Housing and Economic Community Development Corporation (NUHECDC) for implementation of a program to provide affordable homes, skills training, and jobs for unemployed prior-offenders, at-risk youth, and veterans. NUHECDC is directed to provide written status reports to the Department of Administrative Services and the Legislative Fiscal Officer each quarter during the remainder of the 2017-19 biennium to document progress in meeting the program's objectives of providing affordable housing for low to moderate income Oregonians; skill training for prior-offenders, at-risk youth, and veterans; and job placement for those with barriers to quality employment;
- $1,000,000 for disbursement to the City of Maupin for a new Civic Center that will replace the current library and City Hall;
- $1,000,000 for disbursement to the Port of Umatilla to build a new facility to house the Hermiston Chamber of Commerce;
- $500,000 for disbursement to the City of Maupin to complete a fiber project;
- $300,000 for disbursement to the City of Milwaukie for expansion of the Ledding Library;
- $300,000 for disbursement to Athena's Gem, Inc for transforming the Gem Theater property into a reginal art center;
- $200,000 for disbursement to Benton County for a ranked choice voting pilot project;
- $100,000 for disbursement to Harney County for a study of the Silvies River and its drainages.

The Subcommittee added $3,058,514 Other Funds expenditure limitation for one-time cost of issuance and special payments associated with the disbursement of proceeds from the sale of $3,000,000 in lottery bonds for disbursement to Trillium Family Services for construction of a secure adolescent inpatient facility at the Trillium Children's Farm Home. The Subcommittee also approved an Other Funds expenditure limitation increase of $2,050,587 for one-time cost of issuance and special payments associated with the disbursement of proceeds from the sale of $2,000,000 in lottery bonds for disbursement to DePaul Treatment Centers for construction of a new treatment facility. The lottery bonds for both projects are authorized in in Senate Bill 5702. There is no debt service allocated in the 2017-19 biennium for these sales, as the bonds will not be sold until the spring of 2019. Debt service for 2019-21 is estimated at a total of $864,212 Lottery Funds per biennium.

The Subcommittee approved a one-time $1,435,000 General Fund appropriation to support operations of a Carbon Policy Office to be housed temporarily in the Department of Administrative Services. The Office will be staffed by four limited duration positions (2.32 FTE); the Governor's Carbon Policy Advisor; a Climate Policy Manager, a Project Manager, and a support staff position. The approved one-time funding includes $650,000 for studies to examine the following areas: an economic impact analysis of a cap and trade program on Oregon's jobs and economy, leakage risk of emission intensive, trade exposed industries (EITEs); and carbon sequestration.

Office of the Governor

The Subcommittee increased the General Fund appropriation by $222,022, and added one full-time education policy advisor position (0.50 FTE). The policy advisor position is classified as a Principal Executive/Manager G.

The Subcommittee also established a one-time $230,772 General Fund appropriation and one limited-duration full-time Principal Executive/Manager F position (0.63 FTE), to serve as a census coordinator. The employee will coordinate state efforts to ensure an accurate census count in the federal 2020 Census. The Office is expected to request re-establishment of the position for an additional eighteen-month period in the 2019-21 biennium Governor's recommended budget.

Finally, the Subcommittee adjusted the Office budget to reflect the transfer of the Oregon Volunteers Commission for Voluntary Action and Service (Oregon Volunteers) to the Higher Education Coordinating Commission. House Bill 4163, the 2018 session program change bill, transfers the Oregon Volunteers program from the Office of the Governor to the Higher Education Coordinating Commission, effective July 1, 2018. The Subcommittee increased the General Fund appropriation for Oregon Volunteers by $50,000, decreased the Federal Funds expenditure limitation for Oregon Volunteers by $3,337,261, and decreased the position authorization by 0.50 FTE to reflect the transfer out of the program Director position in the middle of the biennium. The corresponding adjustments to the Higher Education Coordinating Commission are described in that section of the budget report.

Oregon Liquor Control Commission

In total, 17 permanent positions (11.34 FTE) and $4.3 million Other Funds expenditure limitation are included for the Oregon Liquor Control Commission (OLCC). The limitation and positions are for the following issues:

- $197,175 and one position (0.67 FTE) to serve as a Chief Information Officer at a Principal Executive Manager F level to manage, plan, implement, and upgrade the agency's disparate systems related to agency administration and regulation of alcohol and cannabis.
- $180,000 related to increases in the agency's software licensing, maintenance, and support costs.
- $300,000 for preliminary business case and project planning for a new online privilege tax payment and reporting system, as required by HB 2150 (2017 Session).
- $51,122 to extend a contracted position via interagency agreement with the Oregon Health Authority that provides Geographic Information Systems (GIS) analysis to support OLCC licensing and registration information.
- $960,000 for payments of monthly access and user fees attributable to medical marijuana registrants required to use the Cannabis Tracking System under the provisions of SB 1057 (2017 Session).
- Thirteen additional regulatory specialist positions (8.67 FTE) and an associated $2,145,992 for OLCC responsibilities for investigations and inspections related to medical marijuana under the provisions of SB 1057. This amount assumes an estimated 2,000 medical marijuana registrants for the remainder of the 2017-19 biennium.
- Three positions (2.00 FTE) -- a Compliance Specialist 3, a Compliance Specialist 1, and an Administrative Support Specialist 1 -- and $474,672 for additional administrative support in the marijuana program to prevent backlogs, develop and refine licensing and compliance protocols, train investigators, and review work for accuracy and consistency.

Public Employees Retirement System

The Subcommittee approved an increase of $80,000 Other Funds expenditure limitation for the Compliance, Audit, and Risk Division and a pension and healthcare independent actuarial review. A review confirms the reasonableness and consistency of the agency's consulting actuarial firm's valuation. This is an industry best practice; the last time such a review was undertaken was in 2009. Revenue transfers from earnings on invested funds will be used to pay for these expenditures.

The bill includes an increase of $176,661 Other Funds expenditure limitation and the establishment of one permanent full-time Principal Executive Manager E position (0.67 FTE) for an information security and risk officer position, with the instruction that the position be filled with a person professionally credentialed in information security and risk. In January of 2016, the Public Employees Retirement System (PERS) received an information security program review from an independent security consultant. The review identified numerous information security and other vulnerabilities. The executive and legislative branches of government directed PERS to undertake a comprehensive effort to remediate security vulnerabilities and standup programs for cybersecurity, disaster recovery, and business continuity, which is currently underway. The security and risk officer position will help facilitate this effort. Revenue transfers from earnings on invested funds will be used to pay for these expenditures.

The Subcommittee approved a $487,174 Other Funds expenditure limitation increase for the Information Services Division and two permanent full-time positions, an Information Systems Specialist 6 and an Information Systems Specialist 7 (a total of 1.34 FTE). The Legislature, in 2017, enacted SB 90, which permanently reassigned responsibility for information technology security for most state agencies to the Department of Administrative Services, Office of the State Chief Information Officer. The two positions at PERS that were reassigned had duties primarily related to network operational activities rather than just information security. The agency has had to contract with a private vendor for these services at a cost of $206,000, which has proven more expensive than restoring the two positions. The Subcommittee approved the $206,000 on a one-time basis. Revenue transfers from earnings on invested funds will be used to pay for these expenditures.

The Oregon Investment Council (OIC) voted to move the Individual Account Program (IAP) to a target-date fund solution beginning January 2, 2018. This is an age-based approach that moves a member's IAP assets into an increasingly conservative investment portfolio. This mandatory change is expected to lower a PERS member's defined contribution benefit, and provides for no member choice to make individual investment decisions. A one-time $200,000 Other Funds expenditure limitation increase was approved as a first installment to pay for expenditures that the agency has had to make to conform to the OIC decision.

Two technical adjustments were approved to move the State Government Service Charge and Attorney General line-items from the Compliance, Audit, and Risk Division to the Central Administration Division and the agency's Deputy Director position from the Operations Division to the Central Administration Division. This position was mistakenly moved as part of a reorganization plan approved by the Legislature in 2017. The agency-wide impact of these two adjustments nets to zero.

Department of Revenue

The Subcommittee approved a combined increase of $2,380,791 Other Funds expenditure limitation for the Administration and Business Divisions, a $497,420 decrease for the Core Systems Replacement program, and establishment of 13 permanent full-time positions (5.59 FTE), and 30 limited duration positions (9.38 FTE) for the implementation of HB 2017 (2017), a comprehensive transportation initiative which relies on the establishment of four new taxes. The Department of Revenue (DOR) requires supplemental funding over what was already included in the 2017-19 adopted budget for communications and outreach, information technology, return and payment processing, collections, compliance, and customer assistance. Revenue to support these expenditures will come from gross transportation tax receipts. The Legislature in 2019 will re-evaluate the ratio of electronic vs. manual filing of the payroll transit tax and the long-term need for positions. A one-time increase of $50,000 Other Funds expenditure limitation was also approved for the Administration Division for costs related to the implementation of HB 2017. This funding is for the Processing Center Modernization project and the electronic imaging of paper documents; revenue to support this expenditure is from transportation taxes. The reduction to the Core Systems Replacement program budget of $497,420 Other Funds expenditure limitation is to account for final contract savings.

An increase of $1,787,696 Other Funds expenditure limitation and 11 permanent full-time positions (5.79 FTE) was established for the implementation of SB 1067 (2017), a measure to reduce and control future government costs. One element of this measure was to centralize most debt collection activity in state government within DOR. As a result, DOR requires funding for additional staff and to pay for information technology needs to manage the increase in debtor accounts. A fee will be charged to debtors to offset the cost.

An increase of $377,227 General Fund and $94,427 Other Funds expenditure limitation was approved for the implementation of SB 254 (2017), which requires financial institutions to participate in a data match program with DOR. Financial institutions compare a list of delinquent debtors with the names of account holders. If a match is found, DOR may administratively garnish the debtor's account. Funding is required for the initial setup as well as ongoing costs to pay financial institutions for data matching and vendor service fees. The Department of Administrative Services is directed to unschedule $377,227 General Fund, which may be rescheduled based upon actual costs incurred by DOR.

The Subcommittee approved a decrease of $604,613 General Fund and $52,575 Other Funds for services and supplies expenditures as a result of savings in the Processing Center Modernization project and a re-estimation of State Data Center charges.

A one-time increase of $604,613 General Fund and $52,575 Other Funds expenditure limitation and the establishment of a limited duration Operations and Policy Analyst 4 in the Director's Office, two limited duration Accountant 4 positions, and one limited duration Fiscal Analyst 3 position in the Finance Unit were approved (2.42 FTE). These resources are to address the following issues: (a) any Financial Management Review findings, comprehensive external financial audit findings; (b) Secretary of State financial audit(s) findings; (c) alignment of agency

operations with state budget and accounting systems; (d) transition to the use of the state's payroll system; (e) revamping of the cost allocation system; and (f) support for 2019-21 budget development activities.

The Subcommittee approved the following position reclassification changes, abolishments, and establishments related to the post-implementation of the Core Systems Replacement (CSR) project and Research Sections activities. The Department is able to self-fund this action by moving General Fund and Other Funds between programs, resulting in a net reduction of 6 positions (4.97 FTE). The following position actions were approved: reclassification of a Tax Audit 2 to an Operations and Policy Analyst 3; Tax Audit 2 to an Operations and Policy Analyst 3; an Administrative Specialist 1 to an Operations and Policy Analyst 3; an Operations and Policy Analyst 1 to an Operations and Policy Analyst 3; an Information Specialist 4 to an Operations and Policy Analyst 3; an Information Specialist 4 to an Operations and Policy Analyst 3; and the establishment of two Economist 4 positions. Additional funding for these changes comes from the abolishment of: one Administrative Specialist 2, two Office Specialist 1 positions, one Office Assistant 1, one Information Systems Specialist 3, one Office Specialist 2, and two Revenue Agent 1 positions. The six Operations and Policy Analyst 3 positions are to be assigned to the Administrative Services Division and Project Management Office and will resolve CSR issues by serving as an interface between operating programs, information technology staff, and the CSR vendor. The two Economist 4 positions are to be assigned to the Administrative Services Division and the Research Section to provide internally-focused CSR research for agency management and performance purposes.

The bill includes an increase of $928,651 General Fund and $192,204 Other Funds expenditure limitation and the establishment of seven permanent full-time positions (4.51 FTE) and 27 seasonal full-time positions (3.29 FTE). At the direction of the Legislature, the Department of Administrative Services, Chief Human Resources Office undertook a review of DOR's personnel policies and DOR internally reviewed positions from the budget perspective. These reviews identified numerous misalignments of human resource policy and practice, as well as positions being either: (a) unbudgeted; (b) double-filled; (c) underbudgeted; (d) misclassified; (e) a result of budgeting errors; or (f) critically needed for financial management purposes. The following table reflects the actions to remedy most of these issues and achieve needed alignment with the legislatively approved budget:

Category	General Fund	Other Fund	Position	FTE
Financial Management positions	$220,327	$20,646	2	1.33
Misclassifications/Reclassifications	($6,252)	($3,647)	<1>	<0.49>
Unbudgeted Positions	$98,243	$12,738	1	0.50
New Positions - Permanent Full-time	$227,097	$16,034	5	1.50
New Positions - Seasonal Full-Time	$353,347	$30,726	27	3.29
Unbudgeted Full-time Equivalents	$9,268	$8,359	--	0.25
Other Adjustments	$26,621	$107,347	--	1.42
Total	$928,651	$192,204	34	7.80

With this realignment, DOR should now return to relying upon the regular administrative process for rectifying any remaining position misalignments. The Legislature can expect that prior to the start of the 2019-21 biennium, DOR will be able to have positions: (a) correctly classified in the state's human resource and budget applications; (b) properly assigned to the correct program and subprogram; (c) appropriately funded, by revenue source, and fund-type; (d) correctly budgeted in the state's budget system; and (e) appropriately expensed in the state's payroll and accounting systems.

A special purpose appropriation to the Emergency Board in the amount of $650,000 was approved for additional position adjustments, with the priority being given to those in the Property Tax Division. Systemic financial management and funding issues within this Division have remained unaddressed for multiple biennia. Action to address these issues had to be deferred once again due to the lack of complete and accurate financial information. The Department's request for an allocation from the special purpose appropriation will need to be based upon a comprehensive plan to permanently address the systemic issues within the Property Tax Division. The Department of Administrative Services is directed to unschedule $339,034 General Fund in the Property Tax Division related to compensation plan changes. The funds may be rescheduled as part of the Department's submission of a comprehensive plan.

The Subcommittee approved an increase of $184,140 Other Funds expenditure limitation and the establishment of one permanent full-time Principal Executive Manager G position (0.50 FTE) to serve as the agency's Collections Administrator and, eventually, as the Collections Division Administrator once the division is formally established next biennium. DOR is directed to move the Other Agency Accounts Section in the Business Division into a new Summary Cross Reference Program beginning with the 2019-21 biennium.

In addition, the Subcommittee directed the Department to report to the Legislature in 2019 on the following:

- A feasibility study, as directed by a budget note in SB 5535 (2017), related to the establishment of a collections division.
- Report on what collection functions were consolidated under SB 1067 (2017), from which agencies, and identify which agencies were exempt from consolidation and why. The Department is also to prepare a detailed revenue estimate, by agency and fund-type, for SB 1067 (2017) and those agency accounts subject to consolidation.
- Report on the agency's use of private collection firms and private collection firm's rates as compared to the agency's internal collection activities and rates.

The Subcommittee approved an increase of $524,929 General Fund and $10,713 Other Funds expenditure limitation and the establishment of seven permanent full-time positions (2.92 FTE) for a remote customer service call center.

Secretary of State

The Subcommittee established a one-time $1,663,885 General Fund appropriation for reimbursement of Elections Division and county costs of conducting the January 2018 Special Election. These costs were not previously budgeted. The funds will reimburse costs documented as of

February 7, 2018, including $353,922 of Elections Division expenditures, and $1,309,963 for county costs that will be distributed to twenty-four counties. The appropriation is approved on a one-time basis and will be phased out in the agency's 2019-21 biennium budget request. The reimbursable costs of the special election are expected to total approximately $3.32 million. The Secretary of State may request reimbursement for remaining costs from a special purpose appropriation to the Emergency Board included in the bill for this purpose.

The Subcommittee increased the General Fund appropriation for the Elections Division by $257,306, and decreased the Federal Funds expenditure limitation by $42,616, to finance printing and distribution of Oregon Motor Voter mailers required under state law. The funding will allow for continued distribution of notifications and postage-paid return envelopes to persons about to be registered to vote under the Oregon Motor Voter program, with instructions on how to opt-out of voter registration, and how to affiliate with a political party. The Federal government has advised that the Federal Funds previously budgeted are ineligible to be applied for this purpose. The Subcommittee also increased the General Fund appropriation for the Administrative Services Division by $156,357, and established one full-time Information Systems Specialist 8 position (0.63 FTE), to support operational resilience and cyber security capabilities.

The Subcommittee increased the Other Funds expenditure limitation for the Administrative Services Division by $139,367, and established one limited-duration full-time Training and Development 2 position (0.63 FTE) in the Office's Human Resources Division. The expenditure limitation increase is provided on a one-time basis and will phase out in the development of the Office's 2019-21 current service level budget. The Secretary may request reestablishment of the position as a permanent position in the 2019-21 biennium agency request budget.

Finally, the Subcommittee approved two technical adjustments to the agency budget. The Subcommittee transferred $347,900 General Fund from the Elections Division to the Administrative Services Division to correct the impact of the phase-out of one-time funding for the Election Night Reporting System. The Subcommittee also reallocated funding for state government services charges, decreasing General Fund appropriations by a total of $32,651, decreasing Other Funds expenditure limitations by a total of $172,854, and increasing the Federal Funds expenditure limitation by $160,505.

State Treasurer

The Subcommittee approved an increase of $1.8 million General Fund for services and supplies for the Oregon Retirement Savings Board (ORSB), which brings the 2017-19 approved budget to $4 million General Fund. The supplemental increase is to pay for outreach and marketing. A General Fund appropriation continues to be required to fund the ORSB's operating expenses until sufficient Other Funds revenue can be generated to support the Board. General Fund expenditures are to be repaid with future administrative fees. A current accounting of the loan for the 2015-17 biennium and the 2017-19 biennium, if this request is approved, totals $5.3 million. At present, there is no identified timeline for the repayment of this loan, which is dependent upon a level of program participation large enough to generate fee revenue to both operate the ORSB and repay the state's General Fund loan.

The Subcommittee also directed the State Treasury to report to the Interim Joint Committee on Ways and Means or the Emergency Board in May 2018 on investment expenses related to the Oregon Public Employees Retirement Fund.

CONSUMER AND BUSINESS SERVICES

Department of Consumer and Business Services

An increase in the Federal Funds expenditure limitation for the Department of Consumer and Business Services (DCBS) of $810,000 is included in the bill for the Senior Health Insurance Benefit Assistance program (SHIBA) providing outreach, education, and financial support to seniors to maximize their Medicare benefits. The program is funded through several federal grant programs including the Safety and Health Investments Projects (SHIP) program, the Medicare Improvements for Patients and Providers Act (MIPPA), and the Senior Medicare Patrol (SMP) program. The additional expenditure limitation allows DCBS to expend federal amounts received that were in addition to those amounts originally anticipated in the agency's budget.

The Subcommittee approved a one-time only increase in the Federal Funds expenditure limitation for DCBS of $1,157,514 and authorized the establishment of a limited-duration position (0.67 FTE) in conjunction with a federal grant award from the U.S. Department of Health and Human Services (DHHS) for the planning and implementation of health insurance market reforms through the Health Insurance Enforcement and Consumer Protections (HIECP) grant program. The grant will be used to fund a limited-duration Market Conduct Field Examiner position and to replace up to 10% of the existing funding for three market Analyst positions and a Grant Coordinator position at a total cost of $281,261 in the 2017-19 biennium. The savings in Other Funds for the existing positions will be recognized in the program's fund balance. DCBS has budgeted $876,252 of the remaining grant funding for contracted services to provide consulting services by experienced clinicians with pharmaceutical expertise to review formularies and create standard operating procedures to ensure form filing reviewers can accurately review formularies and related documentation submitted by insurers.

An increase in the Other Fund expenditure limitation for DCBS of $118,392 was approved to reclassify positions in the Workers' Compensation Division and the Division of Financial Regulation. The change impacted three positions in total and each of the reclassification requests were reviewed and approved by the Department of Administrative Services, Chief Human Resources Office.

Bureau of Labor and Industries

Other Funds expenditure limitation in the amount of $275,000 is included, and 0.50 FTE added to an existing position on a limited duration basis, for the Bureau of Labor and Industries (BOLI) related to a grant award for apprenticeship expansion and diversification. The grant was awarded to the Higher Education Coordinating Commission (HECC) in August 2016, which will pass funding through to BOLI to execute its responsibilities per the grant application. Those responsibilities include data base improvements, a searchable web application for

apprenticeship records review, cultural competency training, and months added to an existing Apprenticeship Representative position, which serves as a liaison between BOLI and other workforce partners. At its September 2017 meeting, the Interim Joint Committee on Ways and Means recommended the additional expenditure limitation and the addition of twelve months (0.50 FTE) on a limited duration basis to the position; the performance period of the grant is not anticipated to extend beyond the 2017-19 biennium.

Health-Related Licensing Boards

The Subcommittee approved an increase in Other Funds expenditure limitation of $24,000 for the Occupational Therapy Licensing Board for conducting fingerprint background checks on new applicants.

The Subcommittee approved an increase of $131,158 Other Funds expenditure limitation and the establishment of a permanent half-time Investigator 2 position (0.31 FTE) for the Board of Speech-Language Pathology and Audiology to address the Board's costs related to investigations. Included in the $131,158 increase is $42,587 for personal services, $3,571 services and supplies, $60,000 for professional services, and $25,000 for Attorney General costs.

An increase of $46,111 Other Funds expenditure limitation is included for the Veterinary Medical Examining Board for costs related to the veterinary facility inspection program established by HB 2474 (2015). The increase in limitation will be used to fund the cost of the full-time inspector position at a salary level higher than the budgeted step 2 and includes services and supplies for travel and per diem costs.

ECONOMIC AND COMMUNITY DEVELOPMENT

Oregon Business Development Department

The Subcommittee increased Lottery Funds by a total of $1,500,000, to provide one-time support for three programs: $500,000 was provided for the City of Warrenton to finance the rebuilding of a dock destroyed by fire; $500,000 was provided for the Port of Cascade Locks to finance infrastructure and business recruitment at the Port's Business Park; and $500,000 was provided for deposit into the Local Economic Opportunity Fund, to assist community economic resilience planning.

The Subcommittee also transferred $1,250,000 of Lottery Funds expenditure limitation from the Strategic Reserve Fund program to the Oregon Growth Fund. The Lottery Funds expenditures for the Oregon Growth Fund are approved on a one-time basis and will be phased out in the development of the agency's 2019-21 biennium current service level budget. The Oregon Growth Board will utilize the Oregon Growth Fund moneys as allowed to increase capital to the state's early-stage small businesses.

Other Funds expenditure limitation of $642,194 was approved for repairing and improving docks owned by the Port of Brookings Harbor. Lottery bonds were approved to finance this project in the 2017 session, but because of an error, expenditure limitation of the bond proceeds

was not added to the agency budget. This additional Other Funds expenditure limitation corrects this error and permits the agency to distribute the bond proceeds, which are expected to be issued in the spring of 2019. The Federal Funds expenditure limitation was increased by $703,125 to accommodate expenditure of federal grants awarded under the State Trade Expansion Program.

Employment Department

Other Funds expenditure limitation of $5,574,000 and 22 limited duration positions (19.25 FTE) are added to the 2017-19 budget for the Oregon Employment Department (OED) related to a grant received to fund enhanced employment services to Supplemental Nutritional Assistance Program eligible customers. OED will contract with the Department of Human Services to provide these services to their customers. Funding and FTE are not assumed to be included in calculations for service delivery in subsequent biennia.

Housing and Community Services Department

A General Fund appropriation in the amount of $5,000,000 was added as a one-time enhancement to the 2017-19 legislatively approved budget for the Housing and Community Services Department for homeless shelter capacity and homelessness prevention services provided through the Emergency Housing Account Program. This additional funding is not intended to go through the Department's regular funding formula, but instead will be distributed as follows:

- Multnomah County: $2,373,351
- Lane County Human Services Division: $498,399
- Central Oregon Neighborhood Impact: $319,485
- Clackamas County Mobile Housing Services: $782,107
- Jackson County Community Action Agency (ACCESS): $228,202
- Options for Homeless Residents of Ashland: $35,000
- Mid-Willamette Valley Community Action Agency for additional shelter efforts outside of Salem: $50,000
- Community Connection of Northeast Oregon, Inc: $141,483
- Washington County Community Action: $571,973

This amount is intended for the 2017-19 biennium only, and is not intended to factor into calculations of future, ongoing service levels. The following budget note was included.

> **Budget Note:**
> The Housing Stability Council, in alignment with preliminary findings from the Statewide Housing Plan, shall make recommendations to the Director of Oregon Housing and Community Services about how to prioritize funding for the Emergency Housing Account and the State Homeless Assistance Program to ensure that funds are being spent as efficiently and effectively as possible.

At a minimum, the Council shall consider how the use of funding incentivizes regionally and nationally recognized best practices, and outcome oriented strategies, to create a more effective system to prevent and reduce homelessness.

The Director shall present recommendations to the Legislature by February 28, 2019.

A one-time General Fund appropriation in the amount of $200,000 was included for costs related to creating a youth shelter for unaccompanied minors in Salem.

Due to an oversight, Other Funds expenditure limitation in the Housing and Community Services Department 2017-19 legislatively adopted budget was insufficient to accommodate the transfer of General Fund that is spent by the Department as Other Funds. Technical adjustments are included to increase other funds expenditure limitation, attributable to 2017-19 General Fund support for the following HCSD programs:

- Emergency Housing Assistance program: $18,200,000
- Rent Guarantee Program: $125,000
- Wildfire Damage Housing Relief program: $150,000

Lottery Funds expenditure limitation in the amount of $1,150,000 was added on a one-time basis to the Housing and Community Services Department budget pursuant to a plan presented by the Housing and Community Services Department and the Oregon Department of Veterans' Affairs. The agencies were directed via budget note to present a plan to utilize $1,150,000 of Lottery Funds associated with the passage of Measure 96, allocated during the 2017 session to the Housing and Community Services Department for veterans' homelessness and housing issues. The expenditure limitation will be utilized to develop a by-name registry of homeless veterans in selected communities, a limited duration veteran homelessness integrator position (0.63 FTE) to serve as designated staff in assisting communities that develop the by-name registry, development of new affordable housing units for veterans, and funding for eligible veterans that need improvements or special accommodations to homes they own. A total of $350,000 in Lottery Funds expenditure limitation was approved for emergency housing assistance services to veterans during the 2017 legislative session, also considered one-time.

Oregon Department of Veterans' Affairs

The Subcommittee approved increasing Federal Funds expenditure limitation by $500,000 for transportation of veterans' in highly rural areas, with the understanding that the Department of Administrative Services will unschedule the limitation increase until the Oregon Department of Veterans' Affairs (ODVA) has been notified that its application for the federal FY2018 Highly Rural Transportation Grant has been successful. ODVA received authorization from the interim Joint Committee on Ways and Means to apply for the FY2017 Highly Rural Transportation Grant and to continue to apply for future annual renewal grants. The increase results in total Federal Funds expenditure limitation of $1 million, which will accommodate ongoing receipt and disbursement of the annual $500,000 grants.

Lottery Distributions to Counties for Economic Development

The Subcommittee approved the following actions relating to the distribution of Lottery Funds to counties for economic development. Following the last quarterly transfer of Oregon State Lottery revenues to counties each biennium, the Joint Committee on Ways and Means shall compare the amounts transferred to each county during the biennium to the amounts that would have been transferred to each county during the biennium pursuant to ORS 461.547. The Committee shall review the impact of adjusting the amounts that were transferred to the amounts that would have been transferred pursuant to ORS 461.547 on the state budget and on the ability of the counties to accommodate any funding reductions.

EDUCATION

State School Fund

The Subcommittee approved a decrease of $70,961,313 General Fund and an increase of $70,961,313 Lottery Funds for the State School Fund, which reflects the balancing of available Lottery Funds across the entire state budget. Overall, there is no net change from the total $8.2 billion provided in the 2017-19 legislatively adopted budget.

Department of Education

The Subcommittee approved additional Other Funds expenditure limitation of $39,312,315 for the Oregon School Capital Improvement Matching program in the Oregon Department of Education (ODE). This amount represents the estimated proceeds available for the program from bonds issued during the 2015-17 biennium for distribution during 2017-19. This amount was inadvertently not included in the 2017-19 budget for ODE. An increase in Other Funds expenditure limitation of $750,000 is also included for funding received through an interagency agreement with the Department of Human Services for child care worker professional development.

An increase of $1,980,708 General Fund and 14 positions (7.72 FTE) were approved for the Office of Child Care in the Early Learning Division to address safety and quality issues in the child care system, as well as to provide funding for testing of lead contamination in drinking water in child care facilities. Three Compliance Specialist 2 positions (1.62 FTE) are added to reduce the caseloads for existing staff who currently face caseloads of 1 inspector to 150 facilities, which is significantly above the suggested ratio of 1 to 50. Another three Compliance Specialist 3 positions (1.74 FTE) are added for providing training to licensing staff, reviewing findings of enforcement actions, leading case reviews, and reducing caseloads. Three management positions were also approved -- a Principal Executive/Manager E (0.58 FTE) for a Licensing Manager, a PEM D (0.54 FTE) for a regional manager in Medford, and a PEM C (0.54 FTE) for a Background, Intake and Customer Service manager. The Subcommittee also approved five limited duration Compliance Specialist 2 positions (2.70 FTE) for a pilot program in collaboration with the Department of Human Services (DHS). This pilot program will provide teams of ODE and DHS staff to jointly investigate neglect and other cases

that take place in a child care facility. Total funding of $1,740,912 General Fund will support these positions and associated costs. The remaining $239,796 is to offset the cost of testing drinking water for lead contamination in child care facilities.

The Subcommittee approved a one-time General Fund appropriation of $250,000 for a grant to the Salem-Keizer Education Foundation to assist in the funding for the Mike McLaran Center for Student Success which provides a variety of services for students of the Salem Keizer School District. The Center provides services relating to: (1) college preparation and awareness; (2) career exploration and exposure; (3) academic supports like tutoring and mentoring; and (3) social supports.

Budget Note:

The Oregon Department of Education is instructed to use one-time funding from the Network for Teaching and Learning to provide up to $100,000 to support the Civic Scholars program under HB 2955 (2015) for the annual Oregon Civics Day for Teachers for the 2018-19 school year. This program provides ongoing professional development for civics teachers across the state.

Budget Note:

Before disbursing any matching funds from the Connecting Oregon Schools Fund to provide schools with broadband access, the Oregon Department of Education shall consult with the Office of the State CIO in order to prioritize the disbursement of matching funds so as to leverage existing public fiber assets to the greatest extent possible. The Oregon Department of Education shall provide a report on the disbursement of funds to the Joint Committee on Information Management and Technology during the first Legislative Days after the disbursement of funds. The report shall identify the schools benefitting from the matching funds, the status of any broadband deployments, the broadband speed available per user, and the extent to which the disbursements leverage existing public fiber.

Higher Education Coordinating Commission

The Subcommittee approved a net increase of $65,049 General Fund for Higher Education Coordination Commission (HECC) operations to fill budget gaps related to Enterprise Technology Services (ETS) charges and funding for Client Services from the Department of Administrative Services (DAS). At the end of the 2017 legislative session, HECC had not yet received a firm estimate of the increased ETS charges resulting from the required move of post-secondary related data systems to the ETS servers. Now a firm estimate is known resulting in a $263,275 shortfall in the HECC operations budget. The second shortfall is due to reducing the HECC operations budget twice for DAS Client Services charges as the agency hired staff to perform payroll and human resources functions formerly provided through DAS Client Services, leaving a $161,774 General Fund gap in the budget. Also related to this second item is an $11,030 increase in Other Funds expenditure limitation and $198,541 increase in Federal Funds expenditure limitation. The combined $425,049 General Fund budget hole is largely offset by $360,000 of savings for Open Education Resources (HB 2729; 2017 Session) that are no longer required; the net result is the need for the $65,049 General Fund.

The Subcommittee also approved continuation of nonlimited authority to HECC to make Other Funds expenditures necessary to disburse general obligation bonds sold during the 2013-15 biennium for the benefit of public universities. HECC has approximately $31 million in bond proceeds from 2013-15 issuances that are expected to be disbursed during the 2017-19 biennium. An increase of $1,219,645 in Other Funds expenditure limitation was also approved for HECC for the issuance costs of general obligation and Lottery bonds sold for public universities. These include XI-G, XI-Q, XI-F, and Lottery bonds.

A $250,000 General Fund appropriation to HECC was approved for the Oregon Volunteers Commission for Voluntary Action and Service program. The primary program administered by this Commission is AmeriCorps which requires a state match for administrative costs. This program is currently in the Governor's Office and is being transferred to HECC effective July 1, 2018. Six positions (2.25 FTE) are established in HECC including three full-time positions -- Director (0.50 FTE), a Program Analyst 2 (0.50 FTE), Administrative Specialist 1 (0.50 FTE); and three part-time positions -- Accountant 2 (0.25 FTE), Procurement Specialist 2 (0.25 FTE), and Administrative Specialist 1 (0.25 FTE). An increase in Other Funds expenditure limitation of $3,606,774 was also approved for the federally funded program administrative costs and for the AmeriCorps grants for the second year of the biennium. A General Fund appropriation of $50,000 was approved for the Governor's Office to provide sufficient state match for the first year of the biennium, as well as a decrease in Federal Funds expenditure limitation of $3,337,261 to reflect the transfer of the program to HECC in the second year of the biennium.

Two one-time appropriations were approved through HECC for public universities. The first is a $250,000 General Fund investment for a Portland State University/Oregon Health and Science University Center for Violence Prevention Research, Education, and Practice. The work of the Center is to research identifying causal factors and other social determinants of health that are linked to various health conditions and dangerous outcomes (e.g., abuse or motor vehicle accidents), distribution of culturally and geographical appropriate best practices, and improved public awareness. Funding is to be distributed to the hospital operations component of the Oregon Health and Science University. The second appropriation of $3,000,000 General Fund is to provide a portion of the match for federal funds for a project at Oregon State University's Northwest National Marine Renewable Energy Center (NNMREC). The project is the Pacific Marine Energy Center South Energy Test Site which is a wave energy test site off the Oregon Coast. An $800,000 General Fund appropriation was provided in 2016 as part of the match for the first $5 million in federal funds for this project; this $3.0 million will help secure the remaining $35.0 million in federal funds. An additional $1.6 million state contribution may be required for the 2019-21 biennium for the project.

Debt service on outstanding Article XI-F (1), Article XI-L, and Article XI-G general obligation bonds issued for the benefit of the Oregon Health and Science University (OHSU) is transferred from the Department of Administrative Services (DAS) to the Higher Education Coordinating Commission (HECC). HB 4163 includes statutory changes necessary for the transfer, including the requirement that HECC request General Fund debt service on outstanding OHSU Cancer Challenge Article XI-G bonds and that HECC may enter into agreements with OHSU related to debt service payments. The amount of the transfers reflects a May 1, 2018 effective date. Debt service in DAS's budget for OHSU is reduced by $11,785,250 General Fund (XI-G bonds) and $21,346,063 (XI-F and XI-L bonds). The debt service budget for HECC is increased by $11,760,817

General Fund and new limitation of $21,069,924 Other Funds is established. The net difference in amounts between the two agencies reflects current projections of debt service needs for the 2017-19 biennium. Consolidating debt service on outstanding state bonds issued for the benefit of OHSU does not make or imply any changes to OHSU's long standing direct relationship with the State of Oregon by which OHSU is governed, and no authority over OHSU is being transferred or granted to HECC.

Chief Education Office

The Subcommittee approved a total 2017-19 budget for the Chief Education office of $8,207,271 General Fund after factoring in the adjustments for employee compensation in this bill as well as the statewide savings included in HB 5006 (2017). The 2017 Legislature approved a net General Fund budget for the first year of the biennium of $3,652,812 ($4,022,118 in the agency's budget bill (HB 5522) minus the statewide savings of $369,306 in HB 5006). HB 5522 also included a $3,972,118 special purpose appropriation to the Emergency Board for the second year of the biennium. This bill adds to the first year's funding to also cover second year's costs, and repeals the special purpose appropriation from SB 5522 (2017).

The General Fund appropriation in this bill reflects the two-year amount authorized for the coordination and research role of the Office as well as the funding for the Statewide Longitudinal Data System (SLDS). This amount includes an increase of $1,640,000 General Fund for the completion of developing the SLDS. The development of the SLDS was not completed during 2015-17 and $1.9 million was reverted to the General Fund at the close of the 2017-19 biennium. This SLDS funding will be used to complete payment for the primary contractor, an extension of the third-party Quality Assurance contractor, costs to transition the SLDS to the updated version of the relational database management system at the State Data Center, and provide full funding for the project's state positions.

The appropriation amount reflects staffing changes from the first year of the biennium which moves the agency to more of a research organization given that the development of the SLDS is nearing completion. These changes include elimination of a Principal Executive/Manager (PEM) G position which was the STEM/CTE Director and a PEM E position which was the Education Innovation Officer. A PEM F position which acts as the Public Affairs Director is reclassed to an Operations and Policy Analyst 4. An Executive Specialist position was reduced to a half-time position. Finally, a Solutions Architect position was added to the SLDS staff. The result of these staffing changes reflects a decrease in FTE from 6.75 for the first year of the biennium to 5.75 FTE in the second year. As part of these changes, $222,002 General Fund was provided for one Policy Advisor in the Governor's Office since the Chief Education Officer will no longer perform this function.

HUMAN SERVICES

Oregon Health Authority

HB 5201 adjusts the Oregon Health Authority (OHA) budget for updated program caseloads, costs, and revenues to "rebalance" the budget. This information was presented at the January 2018 meeting of the Interim Joint Committee on Ways and Means. At that time, the agency's rebalance plan resulted in an overall General Fund shortfall of $30.5 million. This net position included budget problems of $51.5 million related to federal match rate changes, loss of hospital assessment revenue resulting from the delay caused by the referendum to repeal parts of HB 2391, and a community mental health General Fund shortfall related to marijuana tax revenues. Savings of $21.1 million General Fund resulted mostly from Medicaid caseload savings and lower than budgeted Medicare premium costs. While total caseload is up, General Fund costs are down slightly.

The rebalance plan also increased Federal Funds expenditure limitation related to the increased caseload forecast, as well as federal funding adjustments that were missed in the legislatively adopted budget for the Hospital Transformation Performance Program and Hepatitis C treatment services.

The agency identified a number of budget risks, including caseloads, the implementation of new quality and access programs for the Oregon Health and Science University and rural hospitals, and several ongoing and emerging issues that the agency is in the process of analyzing.

The Subcommittee approved the agency's rebalance plan, but with significant changes. The community mental health General Fund shortfall of $16 million related to marijuana tax revenues was not funded. This issue will be resolved for the current biennium, assuming passage of SB 1555, and additional General Fund was not needed. This issue will need to be revisited for the 2019-21 budget. The Subcommittee also approved $17.2 million of additional hospital assessment revenue remaining from the 2015-17 biennium, which will be used in the budget in place of General Fund. In addition, the Subcommittee approved several new budget adjustments. The final adjustments, before the transfer of eligibility services is considered, result in a decrease of $3.5 million General Fund in the agency.

In addition, a total of $39.0 million General Fund is moved from OHA to the Department of Human Services (DHS) to reflect the transition of all Medicaid eligibility services to DHS, based on an effective date of April 1, 2018. This includes the transfer of 476 positions (320.37 FTE), as well as costs associated with the ONE eligibility system. Total budget adjustments, including the transfer, result in a $266.0 million increase in the agency's total funds budget and a $42.7 million reduction of General Fund. These numbers do not include budget changes related to employee compensation cost changes, which total $18.1 million General Fund and $30.2 million total funds, and are also included as part of HB 5201.

The Subcommittee recognized the ongoing risk of caseload forecast changes, as well as the potential risk in OHA of various eligibility and payment issues that are currently being analyzed. A special purpose appropriation of $30 million is made to the Emergency Board for caseload costs or other budget challenges in either OHA or DHS.

A more detailed description by program area follows.

Health Systems Division

The budget adjustments in HB 5201 reflect a net $39.5 million decrease in General Fund in the Health Systems Division (HSD), with a $44.4 million increase in Other Funds expenditure limitation, a $245.2 million increase in Federal Funds expenditure limitation, and a reduction of 477 positions (321.70 FTE). This includes a budget reduction of $36.4 million General Fund because of the transfer of all eligibility services to DHS.

General Fund costs increase primarily as a result of the following issues. Final federal match rates for FY 2019 resulted in a General Fund cost of $16.7 million for the biennium. In addition, the referendum to repeal parts of HB 2391 (2017) resulted in a loss of hospital assessment revenue of $15 million which must be covered with General Fund. The referendum delayed the additional 0.7% assessment on larger hospitals from October 5, 2017 to January 1, 2018; that assessment cannot be imposed retroactively. Finally, a small increase in the community mental health caseload (Guilty Except for Insanity population) results in a need for $0.9 million General Fund.

These costs are more than offset by General Fund savings in HSD. Medicare Part B premiums increased less than budgeted, resulting in a General Fund savings of $3.8 million. Oregon pays these premiums for clients that are eligible for both Medicare and Medicaid. Savings of $15.9 million General Fund result from the new Fall 2017 Medicaid caseload forecast, as compared to the Spring 2017 caseload forecast on which the legislatively adopted budget was based. Overall, the forecast is up 1.5% or about 15,000 clients, resulting in an increased total funds cost. However, categories with the highest increases include the Affordable Care Act population and the Children's Health Insurance Program, both of which have very high federal match rates. Categories showing decline include those with higher state costs, such as the Children's Medicaid Program and Pregnant Women. The net result is a savings to the General Fund, but an increase in Federal Funds expenditure limitation of about $150 million. Additional hospital assessment revenue of $17.2 million is available from the 2015-17 biennium, which will be used in the budget in place of General Fund. Finally, the forecast for tobacco tax revenues is up slightly, resulting in reduced need for General Fund of $1.5 million.

The Subcommittee approved an additional $245.2 million in Federal Funds expenditure limitation for HSD related to the increased caseload forecast, as well as federal funding adjustments that were missed in the legislatively adopted budget for the Hospital Transformation Performance Program and Hepatitis C treatment services. The net includes a reduction of Federal Funds limitation of $98.4 million related to the transfer of eligibility services to DHS.

The Subcommittee approved a special purpose appropriation to the Emergency Board of $2 million, to be available for rate increases for certain residential mental health service providers, if needed. The agency has also identified $3 million of internal resources that can be used for this purpose. The agency is in the process of conducting a thorough rate analysis in order to produce a standard rate or set of rates. Currently, different providers are paid different rates, partly depending on when they originally signed contracts with the agency. In addition, not all providers can bill for all types of reimbursement. The agency began working on this analysis during the summer of 2017, starting with data collection from providers. Although additional data collection and analysis is needed, OHA hopes to review rates for those providers in the lowest range of per-bed revenues and operating margins by summer of 2018, in anticipation of an interim rate adjustment for these providers. After completion of data collection and analysis, another rate adjustment may be necessary for other providers. This work is not expected to be completed until the end of the year. Another $152,500 General Fund is provided to OHA for actuarial services and to provide technical assistance to providers with data collection and billing.

General Fund was increased by $950,000 to supplement existing funding for the school-based mental health capacity fund. This fund is run by OHA to provide funding to place mental health providers in school-based health centers and in schools without school-based health centers. The current 2017-19 funding level, before this addition, is $8.1 million General Fund. While funding is primarily used to support mental health therapists, there are other needs for funding that support the therapists, such as rural transportation, reconfiguring school environments to support a suitable space, and materials for education and outreach. For purposes of building the 2019-21 budget, these programs are considered ongoing. The Subcommittee included the following direction:

> **Budget Note:**
> The Oregon Health Authority will use this additional funding to supplement the existing capacity grant program. Applicants should be encouraged to list potential community partnerships; other local, foundation or CCO financial participation; and how the efforts respond to adverse childhood experiences, critical mental or behavioral health challenges facing youth, or ensuring school and student safety. The proposals could be through direct funding of in-school services and/or leveraging other community resources and partnerships. The agency is encouraged to pass through these dollars to school and education service districts or their key partners, process applications in an efficient and timely manner, and to report back to the appropriate interim Committees by January 1, 2019 as to number of proposals received and project funding granted.

A General Fund appropriation of $900,000 was approved to expand the current Oregon Psychiatric Access Line program at Oregon Health and Science University (OHSU). The program currently provides telephone or electronic real-time psychiatric physician consultations to primary care providers caring for children and adolescents. The funding resides in the OHA budget and is provided to OHSU through contract. This $900,000 will allow the program to expand to provide access to the Oregon Psychiatric Access Line for primary care providers caring for individuals 19 years of age or older. For purposes of building the 2019-21 budget, these programs are considered ongoing.

The Subcommittee approved a General Fund appropriation of $150,000 to help fund one-time capital costs for a sobering center located in Salem. This is a partnership among several groups, including the City of Salem, Marion County, Marion County Sheriff, Salem Police Chief, Salem Hospital, Mid-Willamette Valley Community Action Agency, and Bridgeway Recovery Services.

Health Policy and Analytics

The Subcommittee approved an Other Funds expenditure limitation of $10 million to allow additional revenues received in the Health Care Provider Incentive Fund to be spent on workforce training programs and/or provider incentive programs. It is anticipated that the inter-governmental transfer mechanism with OHSU that is related to fee-for-service expenditures will generate roughly $8-10 million during the 2017-19 biennium that will be available for these programs. For purposes of building the 2019-21 budget, these programs are considered ongoing.

Public Health

HB 5201 includes $0.7 million General Fund to support rising caseloads in the Breast and Cervical Cancer Screening Program because of increased outreach, at the same time as the Komen grant revenues for the program have declined over time. Based on agency projections, this funding will allow the program to adequately serve the over-50 age group. The intention is that younger women (of reproductive age) will be able to access screenings through the CCare program and the new funding from HB 3391, which funds reproductive health services for women who are eligible for Medicaid except for their immigration status. The agency will continue to monitor the caseload and service levels for these programs to be sure that specific gaps in coverage do not result from these changes.

The CCare program closed out the 2015-17 biennium with an excess of $3 million Other Funds revenues. These were distributions of revenue from the Medical Marijuana Program during the 2015-17 biennium; CCare no longer receives medical marijuana revenues in the 2017-19 biennium. These revenues will be returned to the Medical Marijuana Program. It is anticipated that additional resources will be needed in the Medical Marijuana Program during the 2019-21 biennium.

The Subcommittee approved an additional 4 positions (2.62 FTE) for the Medical Marijuana Program. That 2.62 FTE includes increasing two existing partially funded positions to full-time. As a part of SB 1057, the major marijuana bill from the 2017 session, this program was reduced by 16 positions. In addition, 6 more vacant positions were eliminated as part of the agency budget. All Compliance Specialists were eliminated from the staff as of July 1, 2018. At the time, it was estimated that most processors, dispensaries, and growers would move to the recreational marijuana program under the Oregon Liquor Control Commission (OLCC). While most processors and dispensaries have moved, most of the 30,000 growers still remain with OHA. It is essential that the program has the capability to do the compliance work necessary to enforce medical marijuana laws, as well as maintain administrative functions. An increase of $1.4 million Other Funds expenditure limitation is included. The appropriate staffing level for this program will be reexamined as part of the agency budget process during the 2019 legislative session, when more data is available on numbers of growers remaining with the Medical Marijuana Program.

SB 1057 also required OHA to enter into an agreement with OLCC to use its cannabis tracking system to track the propagation, processing and transfer of medical marijuana. The bill also required OHA to establish a new fee to cover these costs and to transfer all resulting revenue to the Marijuana Control and Regulation Fund for use by OLCC to pay program costs. OHA implemented, by rule, an annual fee of $480, identical to the fee already in place for recreational marijuana users of the system. This is expected to result in $3.6 million of revenues to be transferred to the Fund. A budget adjustment of $3.6 million Other Funds expenditure limitation is included allowing the agency to transfer those resources.

Two positions (0.50 FTE) are added to the Health Licensing Office to address the added workload associated with HB 4129, issuing residential care facility administrator licenses. The additional Other Funds expenditure limitation needed for this change can be absorbed within the agency's existing expenditure limitation.

The budget includes an increase of $10.8 million Other Funds expenditure limitation, which allows the agency to spend available revenues on enhancements to the Women, Infants, and Children (WIC) Information System Tracker. These revenues were recovered through a lawsuit after an earlier WIC contractor failed to fulfill contract requirements.

Central Services/Statewide Assessments and Enterprise-Wide Costs

Budget adjustments include the use of leftover bond proceeds from the Oregon State Hospital Replacement Project to pay debt service, freeing up $1.4 million General Fund for other purposes. The transfer of eligibility services and the ONE system to DHS results in a reduction of $2.8 million General Fund in Statewide Assessments and Enterprise-wide Costs. This includes the transfer of funding needed to pay usage-based assessments related to the Processing Center, such as Enterprise Technology Services, as well as facility costs, starting April 1, 2018.

Department of Human Services

Many of the budget adjustments in HB 5201 for the Department of Human Services (DHS) are driven by actions needed to rebalance the agency's budget and realign work between DHS and the Oregon Health Authority (OHA). At the January 2018 meeting of the Interim Joint Committee on Ways and Means, the agency presented a rebalance report tied to several dynamics affecting DHS' budget. These include savings or funding gaps due to changes in caseload and costs increases; costs associated with negotiated collective bargaining agreements for non-state employees; and other program changes or issues arising since the 2017 legislative session.

Overall, the DHS rebalance plan projects savings of $4.3 million General Fund; the calculation assumes availability of $9.7 million from the special purpose appropriation for non-state employees and excludes the transfer in of Medicaid eligibility staff from OHA since those additional costs also come with funding from OHA. The $4.3 million in General Fund savings consists of $20.1 million in net savings from caseload and cost per case updates offset by $15.8 million in other costs, which are mostly due to a decrease in the federal Medicaid match rate.

The rebalance plan approved by the Subcommittee is generally consistent with the DHS request from January; initial rebalance assumptions around cost projections in the Intellectual and Developmental Disabilities (IDD) and Employment Related Day Care (ERDC) programs have been modified. Notably, the revised IDD assumptions will allow the agency to delay action on program eligibility or service changes until at least next biennium; this timeframe supports further vetting of options during the 2019 legislative session, if warranted or desired. Since the January report, the timing of the formal transition of Medicaid eligibility services to DHS from OHA was shifted from March 1 to April 1, 2018, which drives different numbers for that action.

The Subcommittee also approved new budget adjustments or investments, including the agency's request to use rebalance savings to address workload and backlog issues in the background check unit. Additional funding was provided for Oregon Food Bank and positions were added to help the Child Welfare program address its most immediate needs.

While many issues are covered in the DHS rebalance plan and by other budget adjustments, budget risks do remain. These include changes to caseloads based on future forecasts, the agency's ability to manage personal services expenditures including cost of living increases or other bargained costs, volatility in usage-based costs or charges for services, assessment of federal program penalties, federal law or funding changes, and legal costs. The Subcommittee acted on these risks by, as noted previously, approving a $30 million special purpose appropriation to the Emergency Board for both DHS and OHA to access if caseload costs or other budget challenges prove to be unmanageable.

A more detailed description of significant budget changes by program follows.

Self Sufficiency Programs

The budget adjustments approved by the Subcommittee for the Self Sufficiency Programs (SSP) increase the budget by $44.8 million General Fund ($137.3 million total funds) and 475 positions (319.66 FTE). The increase is primarily due the transition of Oregon Health Plan eligibility work and staff from OHA to DHS.

The fall 2017 forecast projects the 2017-19 overall Supplemental Nutrition Assistance Program (SNAP) caseload to be 5.3% lower than earlier estimates, which equates to serving 6,759 fewer households over the biennium. Caseloads in the Temporary Assistance for Needy Families (TANF) cash assistance programs are up 2.5% from the spring numbers, at a biennial average of 18,559 families. The associated cost of $5.8 million is covered by one-time federal TANF carryforward in the DHS rebalance plan.

Since the TANF caseload number went up with the fall forecast, there are no cost savings for the agency to calculate and report on as directed in a budget note contained in the budget report for HB 5006 (2017). The next checkpoint for calculating savings will be upon completion of the next biannual caseload forecast, which is the spring forecast expected to be finalized by May 2018.

The Subcommittee approved $300,000 General Fund, on a one-time basis, for distribution to the Oregon Food Bank for improvements in cold storage infrastructure. Funding will help the state's food bank network upgrade and expand commercial refrigerators, freezers, mobile coolers, and refrigerated trucks.

Initially, the DHS rebalance proposed repurposing $2.7 million General Fund within the SSP budget to ensure adequate capacity for supporting both the ERDC and the Teen Parent programs. Upon further review, the agency plans to continue to manage the caseload at the highest level possible – but still under budget – by using the reservation list, which was activated in November 2017. The Subcommittee approved $1,904,453 General Fund from the $10 million special purpose appropriation made to the Emergency Board for non-state employees to cover higher rates negotiated for SEIU (effective 10/1/17) and AFSCME (effective 1/1/18) child care providers. While sound estimates are used to project these costs, changes in the ERDC caseload composition or provider changes later in the biennium may decrease the purchasing power of the program's budget. The agency is also experiencing some provider attrition, which adds another layer of complexity to the program capacity balancing act; based on latest costs projections DHS is still expecting to serve an average of about 8,300 families over the biennium.

Another $750,000 General Fund was approved, also sourced by the special purpose appropriation, for one-time training costs for SEIU and AFSCME child care providers. The funding will be spent by DHS as a pass-through to the Early Learning Division (ELD) within the Oregon Department of Education; ELD will use the dollars to expand existing contracts with Portland State University to support the training.

Consistent with legislative discussions and effective September 1, 2017, OHA operationally shifted management of its Medicaid eligibility work to DHS; the move is intended to help centralize and streamline eligibility processes. The related budget adjustment approved by the Subcommittee reflects a "lift and place" of the OHP processing center into SSP, which adds $35.5 million General Fund, $96.5 million Federal Funds expenditure limitation, and 474 positions (318.86 22 FTE). A corresponding decrease is in the OHA budget; these values reflect an April 1, 2018 transfer date.

Other costs affecting the SSP budget in the rebalance plan approved by the Subcommittee include $1.2 million General Fund to pay for a phone system contract for the OHP processing center; the expenditure was not in the OHA budget so it is not covered in the transfer. One position (0.79 FTE) is added to prevent a double fill and support activities under the My Future My Choice program, which is supported with federal dollars. The budget includes technical adjustments and transfers, the largest of which is a transfer of $24.3 million Federal Funds to Child Welfare to realign TANF expenditure limitation. HB 5201 also adds $13.8 million General Fund ($13.8 million total funds) for this program's share of the statewide salary distribution.

The approved rebalance also includes a technical adjustment to more evenly distribute reductions taken during the legislative session; these are related to Department of Administrative Services' assessments and charges that ended up hitting some programs disproportionately. The adjustment affects other programs and is net-zero agencywide.

Child Welfare

The budget approved by the Subcommittee for Child Welfare (CW) reflects increases of $29.0 million General Fund, $7.9 Other Funds expenditure limitation, $46.2 million Federal Funds expenditure limitation, and 177 positions (76.94 FTE). This amount includes $9.9 million General Fund ($16.9 million total funds) from the statewide salary adjustment.

Budget adjustments include the DHS rebalance plan as presented in January 2018; forecasts for all individual caseloads within CW grew between the spring and fall forecasts, driving a net increase of $8.2 million General Fund ($16.7 million total funds) between caseload and changes in cost per case growth. The overall number of children served is expected to average 22,321 over the biennium, which is an increase of 3.4% from the prior forecast. The approved rebalance also reflects an increase of $0.7 million General Fund due to an update in the Federal Medical Assistance Percentage (FMAP). Based on the latest federal estimates, the 2017-19 biennial average FMAP rate will decrease from 63.53% to 63.33%, which raises the state contribution and reduces federal support. This rate change also affects other agency programs.

Other and Federal Funds expenditure limitation increases support a federal grant, capture federal match on applicable child savings, and provide for the purchase of software and technical assistance supporting domestic and sexual assault programs. Position clean-up actions reclassify four positions and a net decrease of 0.04 FTE. Technical adjustments and transfers account for a decrease of $4.1 million General Fund (total fund increase of $18.1 million); this includes the movement of 9 positions (9.00 FTE) from CW to Shared Services to help improve coordination between investigations and regulatory oversight of child caring agencies. The net total funds increase is driven by the $24.3 million Federal Funds related to TANF transferred to CW.

In addition to rebalance adjustments, the Subcommittee added $750,000 General Fund to the budget for three initiatives supporting foster parents; the funding was obtained from a special purpose appropriation established in SB 5526 (2017) for this use. DHS convened a statewide workgroup to identify a set of services to help support foster parents. About 60% of the funding would go to respite care, paying for a mix of services for both group (Foster Parents' Night Out model) and child-specific services. The program plans to spend 25% on training experienced foster parents to be mentors; these parents will provide support to new foster parents by helping them meet the needs of children in care and navigate the system. The remaining 15% will be used to cover immediate needs, such as purchasing a car seat or crib, of a child or sibling group in a foster home.

The approved spending plan also includes an adjustment to budget changes approved in SB 5526 (2017). These are connected to SB 102 (2017), which established an account to capture and spend savings required under federal law; these are state monies that would have been spent on adoption assistance if the federal government had not begun to help pay for more placements. During the 2017 session, enough funding ($3.3 million) was moved to the account to support a program (October 1, 2017 start date) paying working foster parents caring for children (ages 0 through 3) a $300 monthly stipend to defray the cost of child care. Since the 2017 session, DHS identified additional savings for another transfer

of $6.5 million in 2017-19; with this transfer plus federal match, about $10 million total funds will be available for childcare stipends in 2017-19. Assuming an April 1, 2018 start date, this funding level supports a higher stipend of $375 per month, includes children ages 0 through 5, and is expected to serve close to 1,300 children when fully implemented. The $10 million spending level is tied to federal rules which allow only 70% of the savings to be used for this new program, the remaining 30% must be spent on post-adoption and/or post-guardianship assistance activities. With the current funding mechanism, the stipend should be sustainable at this level going forward, if caseload and savings projections hold.

To address ongoing concerns from both executive and legislative leadership about child safety and staff workload in CW, the Subcommittee also approved $13.3 million General Fund, $4.5 million Federal Funds expenditure limitation, and 186 positions (85.90 FTE). The funding supports a thoughtful and incremental roll-out of this supplemental position authority, as the Subcommittee recognized the agency is currently challenged to fill already existing vacant positions. The budget package also includes positions dedicated to CW recruitment efforts, which is expected to help the agency make progress in filling and reporting on positions. The following positions are approved:

Child Welfare Staffing Increase - February 2018

Start Date	Class	Role	General Fund	Federal Funds	Total Funds	Pos	FTE
Apr-18	SSA	Case Aide	$ 2,135,125	$ 532,575	$ 2,667,700	25	15.75
Apr-18	HRA3	Recruiting	$ 236,890	$ 59,036	$ 295,926	2	1.26
Jul-18	SSA	Case Aide	$ 1,640,001	$ 409,115	$ 2,049,116	23	11.50
Jul-18	PEMC	Manager	$ 354,453	$ 88,343	$ 442,796	4	2.00
Jul-18	SSA	Case Aide	$ 1,782,610	$ 444,690	$ 2,227,300	25	12.50
Jul-18	SS1	Caseworker	$ 2,153,355	$ 947,045	$ 3,100,400	25	12.50
Jul-18	OS2	Office Specialist (Case Support)	$ 1,557,410	$ 388,440	$ 1,945,850	25	12.50
Oct-18	PEMC	Manager	$ 210,547	$ 52,484	$ 263,031	3	1.14
Oct-18	SS1	Caseworker	$ 1,708,060	$ 836,090	$ 2,544,150	25	9.50
Jan-19	PEMC	Manager	$ 155,261	$ 38,716	$ 193,977	3	0.75
Jan-19	SS1	Caseworker	$ 1,262,840	$ 725,160	$ 1,988,000	25	6.25
Jan-19	HRA3	Recruiting	$ 52,327	$ 13,043	$ 65,370	1	0.25
		Total	**$ 13,248,879**	**$ 4,534,737**	**$ 17,783,616**	**186**	**85.90**

In addition to direct funding, the Subcommittee also approved a $2.5 million special purpose appropriation to the Emergency Board for the program to access as the agency continues to develop and implement its action plan to improve child safety, stabilize the workforce, and help foster families. The CW program will report on these efforts as part of the interim reporting required under a budget note in the budget report for SB 5526 (2017).

Vocational Rehabilitation

The budget approved by the Subcommittee for Vocational Rehabilitation (VR) reflects increases of $0.5 million General Fund, along with $5,910 Other Funds expenditure limitation and $4.5 million Federal Funds expenditure limitation. No changes are made to position counts or FTE; total funds of $1.6 million cover the statewide salary adjustment for this program.

The fall 2017 forecast projects the 2017-19 VR caseload to be about 8.4%, or 820 clients, higher than the spring estimate. With a recent award of $3.4 million in federal reallotment dollars, the program is hoping to continue to avoid activating the Order of Selection (priority wait list) in 2017-19. The rebalance request approved by the Subcommittee contains the additional expenditure limitation to spend the reallotment funding. One position is reclassified in the rebalance plan.

The rebalance also includes a technical adjustment to more evenly distribute reductions taken during the legislative session; these are related to Department of Administrative Services' assessments and charges that ended up hitting some programs disproportionately. The adjustment affects other programs and is net-zero agencywide.

Aging and People with Disabilities

Budget adjustments made by the Subcommittee for the Aging and People with Disabilities (APD) program reflect a decrease of $4.7 million General Fund, an increase of $33.2 million Other Funds expenditure limitation, a decrease of $35.2 million Federal Funds expenditure limitation, and a net decrease of 2 positions (2.00 FTE). Total funds of $8.7 million cover the statewide salary adjustment for this program.

The 2017-19 legislatively adopted budget included higher rates for Community Based Care providers (Assisted Living, Residential Care, Memory Care, and In-home Agency). The Subcommittee added $1,180,695 General Fund and $2,467,705 Federal Funds expenditure limitation to augment the rate increase scheduled for July 1, 2018. When coupled with $2.2 million General Fund in savings from an expected lower than budgeted nursing facility rate in the second half of the biennium and matched with $7.2 million in Federal Funds, rates will increase by 5% instead of 2.5% on that date. These same providers received a 5% rate increase on July 1, 2017.

As noted in the Emergency Board overview section, the Subcommittee approved a $300,000 special purpose appropriation to be allocated to the DHS Aging and People with Disabilities program to increase access to ventilator-assisted services in nursing facilities. The agency may

request these funds, which are anticipated to help cover a higher rate paid for these services, after completing work under the following budget note, which was also approved by the Subcommittee:

> **Budget Note:**
> The Department of Human Services shall work with the Oregon Health Authority to develop a plan to increase access to ventilator-assisted services in nursing facilities, effective January 1, 2019. The plan should address criteria used to enroll nursing facilities and respiratory providers; the rate methodology proposed for compensating these services; state Medicaid plan amendments and administrative rules required to implement this initiative; any information technology changes needed to support the program; the projected costs for these services in the 2017-19 and 2019-21 biennium for the two agencies; and any other actions needed or barriers to be mitigated before service implementation. The Department shall prepare and submit a report containing the plan elements to the Emergency Board prior to October 1, 2018.

A rebalance plan based on the fall 2017 caseload forecast was also approved by the Subcommittee. While, overall, long term care caseloads are 1.8% below the spring 2017 forecast (a decrease of 655 clients), nursing facilities' caseloads are 3.2% higher. That change plus an increase in cost per case is driving a need of $8.5 million General Fund ($28.9 million total funds). However, these costs are more than offset by net savings of $17.3 General Fund ($57.7 total funds) across the in home and community based care caseloads. These savings also help cover increased costs due to the FMAP change; in APD that shifts $5.9 million in costs from federal dollars to state General Fund.

The rebalance also includes a management action decreasing the budget by $10 million General Fund ($31 million total funds) to account for the caseload forecast not yet capturing the decrease in caseload expected to occur from strengthening the level of care assessment. This change was not implemented until after data used for the fall forecast were captured. The agency will be tracking eligibility changes for clients to determine the associated impact on the caseload and to ensure savings will not be double counted in future rebalances.

There is also risk that the actual caseload reduction may be offset by costs; some of these are tied to providing ongoing supports to people who would have otherwise become homeless, been evicted, or are at risk of abuse or exploitation. In addition, a recent legal agreement requires APD to pause policy and rule changes affecting hours and eligibility that were implemented last summer and fall. This means most consumers will be temporarily restored to their prior level of care while the agency and advocates negotiate future standards and procedures for in-home and residential care, which will affect expenditures. This work is expected to be done by May 2018.

The APD budget is also affected by collective bargaining for non-state workers. The Subcommittee approved $1,340,585 General Fund from the $10 million special purpose appropriation made to the Emergency Board for non-state employees to cover higher adult foster care rates. Based on negotiations, rates will increase by 2.0% on February 1, 2018 and again by 4.5% on January 1, 2019. To cover a $0.15 per hour wage increase

for home care workers effective April 1, 2018, the Subcommittee approved $2,625,292 also originating from the special purpose appropriation. Collectively, these non-state worker costs will be matched with just over $7.6 million Federal Funds.

To meet federal program requirements, the approved rebalance adds $31.2 million Other Funds expenditure limitation for waivered case management services. The additional limitation is needed to separately track program expenditures and receive the allowed higher match rate.

Technical adjustments and transfers account for a net decrease of $0.7 million General Fund ($2.0 million total funds). Actions include the transfer of positions between APD and other programs, driving a net decrease of one position (1.00 FTE). Other position actions include reclassifying one position and abolishing one position (1.00 FTE).

Intellectual and Developmental Disabilities

Budget adjustments made by the Subcommittee for the Intellectual and Developmental Disabilities (IDD) program reflect an increase of $3.2 million General Fund, an increase of $111,296 Other Funds expenditure limitation, a decrease of $12.2 million Federal Funds expenditure limitation, and a net increase of 11 positions (7.70 FTE). Total funds of $4.6 million cover the program's statewide salary adjustment.

The Subcommittee acknowledged the program's revised plan toward meeting a generic $12 million General Fund reduction approved in the 2017-19 legislatively adopted budget. Instead of making eligibility or other program changes to meet the target, the agency will manage the reduction with management actions. These actions are spending $1.3 million less on housing maintenance contracts and rent subsidies, based on an updated assessment of needs; reducing ability to respond to cost per case by volatility by $6.0 million, based on recent cost per case actuals; and assuming approximately $6.0 million in enhanced federal match for system work, pending federal approval. While these changes do not address long term budget sustainability, they do allow the agency to continue its work with stakeholders on IDD program changes that can help bend the cost curve. There is also some risk that these assumptions, particularly around cost per case, may not hold and possibly require legislative budget action before the end of the biennium.

The rebalance actions approved by the Subcommittee reflect decreases in both case management enrollment and services' caseloads from the previous forecast, at 3.2% lower overall or 1,527 fewer clients over the biennium. However, individuals are expected to be served in higher cost settings (group homes), which is a cost driver. The net projected budget effect is a decrease of $9.2 million General Fund ($31.6 million total funds). This helps offset FMAP General Fund impacts; for IDD the rate change shifts $6.3 million in costs from federal to state funding.

The approved plan also uses $0.7 million General Fund ($1.4 million total funds) in savings to pay for an error made in building the 2017-19 budget. Workload model positions (case managers) supporting children with intensive medical and/or behavioral needs were overlooked; these caseloads have collectively grown by more than 20% over the last two years. A total of 10 positions (6.70 FTE) are funded.

The IDD budget is also affected by collective bargaining for non-state workers. The Subcommittee approved $1,165,140 General Fund from the $10 million special purpose appropriation made to the Emergency Board for non-state employees to cover higher adult foster care rates. Based on negotiations, rates will increase by 2.0% on July 1, 2018. To cover a $0.15 per hour wage increase for personal support workers, effective April 1, 2018, the Subcommittee approved $1,902,412 from the same special purpose appropriation. Collectively, these non-state worker costs will be matched with just over $6.9 million Federal Funds.

The approved budget changes include technical adjustments and transfers increasing the IDD budget by $0.8 million total funds and transferring in one position (1.00 FTE) from APD.

Central Services

For this program, the Subcommittee approved a budget increase of $294,639 total funds and one position (1.00 FTE). The changes tie to a rebalance action transferring in a human resources position from OHA (1.00 FTE); this is a companion action to the lift and place transfer of OHP eligibility between the two agencies. Technical adjustments and transfers account for a net decrease of $0.2 million total funds. Five compliance specialist positions are also reclassified in the agency's plan. An additional $255,557 total funds for the statewide salary adjustment is also part of the overall increase.

Shared Services

The budget approved by the Subcommittee for Shared Services is a net increase of $14.9 million Other Funds expenditure limitation and 45 positions (44.80 FTE) over the legislatively adopted budget. Adjustments include the net transfer in of 11 positions (11.00 FTE) from various programs, including positions from Child Welfare noted previously. Other changes are due to position realignment between agency programs (in both DHS and OHA) and Shared Services after new positions are approved in the budget; sometime programs request and carry the budget for shared components directly during budget build. For the statewide salary adjustment, $3.5 million Other Funds expenditure limitation is added.

Other position actions move one position (1.00 FTE) in from OHA due to the OHP processing center transition. The approved rebalance plan also includes several actions to clean-up positions: reclassifications upward and downward; abolishing and establishing positions; and bringing part-time positions to full-time. These changes will allow DHS to alleviate several double fills and make positions more consistent with how they are really being used. Effective April 1, 2018, a procurement position is transferred to the Department of Administrative Services (DAS), which reduces the budget by $152,247 Other Funds and one position (0.63 FTE). The position supports the consolidation of certain information technology contracting work at DAS.

In response to a DHS request from January 2018, the Subcommittee approved the use of General Fund savings from rebalance to support adding positions to the Background Check Unit (BCU), which is part of Shared Services. The corresponding budget increase for the program is

$6,644,952 Other Funds expenditure limitation and 33 positions (24.75 FTE). With these positions in place, BCU expects to see the processing backlog drop down to 2 weeks by December 2018; currently many checks take more than 8 weeks and sometimes 10 weeks or longer.

Just over half of the projected cost is for positions or position-related expenditures, with the bulk of the remainder going to cover fingerprint processing fees charged by the Department of State Police and the Federal Bureau of Investigation. Currently BCU does not recover any costs from individuals or entities undergoing background checks; costs are covered by the applicable DHS and OHA programs. Subject individuals include agency employees, home care workers, personal support workers, child care providers, child caring agencies, child welfare providers, direct support professionals, residential care facilities, nursing facilities, and adult foster homes. About 80% of the work is related to DHS programs.

State Assessments and Enterprise-wide Costs

The budget approved for this program by the Subcommittee reflect net increases of $15.5 million General Fund, $228,063 Other Funds expenditure limitation, and $15.1 million Federal Funds expenditure limitation. Drivers include an increase of $3.4 million General Fund ($10.3 million total funds) due to the OHP processing center move; these funds are transferred from OHA and cover rent, utilities, telecommunications, information technology, and other centralized costs associated with these positions. The approved rebalance contains a shift of $0.6 million total funds from OHA to DHS to transfer rent, utilities, and janitorial costs for part of a Salem building (Cherry City Business Center). OHA has vacated the space and DHS, which already occupies part of the building, needs more square footage.

To support the additional BCU resources, the Subcommittee added $4,281,343 General Fund, $161,472 Other Funds expenditure limitation, and $2,202,137 Federal Funds expenditure limitation; these adjustments allow the shared services funding line to cover the costs of the 33 positions (24.75 FTE) added to the unit.

Technical adjustments and transfers account for an increase of $5.0 million General Fund ($8.9 million total funds), primarily to align the assessment budget with policy package changes in program budget structures. Changes tied to position transfers affecting Shared Services are also included. Funding for the statewide salary adjustment is also included, at $4.6 million totals funds; this primarily covers increased costs tied to collective bargaining for Shared Services positions.

Long Term Care Ombudsman

Budget adjustments for this agency include a technical action shifting $28,639 General Fund between programs; the statewide inflation reduction taken in HB 5006 (2017) was incorrectly calculated, removing too much funding from the Long Care Ombudsman budget structure and not enough from the Oregon Public Guardian (OPG) structure. The change nets to zero agency-wide.

The Subcommittee also eliminated a $200,000 General Fund special purpose appropriation to the Emergency Board for costs associated with the public guardian and conservator program HB 5021 (2017) and directly appropriated the same amount to the agency for the OPG program. The special purpose appropriation was sourced by funding removed from the OPG 2017-19 budget during the legislative process. In January 2018, as directed by a budget note, the agency reported on several steps taken to help manage program spending. These include minimizing legal costs, streamlining banking processes, and maximizing caseload capacity. Since the 2017 legislative session, the program has refocused its work, with an emphasis on developing the volunteer program and working with local entities to provide services. Regarding pro bono services, OPG is also developing a concept that would tap professional fiduciaries to act as volunteer deputies. In turn for helping OPG with cases, fiduciaries would receive training and experience that could also be used to meet professional continuing education requirements.

The $200,000 General Fund restored to the program will pay for two permanent, full-time Deputy Guardian positions (Program Analyst 2 classification) effective July 1, 2018 (1.00 FTE). The positions will be out-stationed in rural areas of the state, which will overcome barriers to contracting in certain areas, provide maximum support for volunteers, and expand program access. With these resources, OPG should be able to serve a minimum of 40 additional clients and possibly more as the volunteer program evolves.

JUDICIAL BRANCH

Judicial Department

The Subcommittee increased the General Fund appropriation for judicial compensation by $735,683, for the 2017-19 biennium costs of providing a $5,000 per year salary increase to all statutory judges, beginning on July 1, 2018. The judicial salary increase is enacted by House Bill 4163, the 2018 session program change bill. The total fiscal impact of the salary increase will be $1,300,000 General Fund in the current biennium. This cost will be financed from the combination of the General Fund appropriation increase and the carryforward of $564,317 General Fund from the prior biennium. The cost of the salary increase will rise to approximately $2,600,000 General Fund beginning with the 2019-21 biennium, when it will be in effect for the full twenty-four months of the biennium.

The Subcommittee increased the General Fund appropriation for operations by $2,378,568, to avoid employee layoffs, furloughs, court closures, and other significant public service reductions during the second year of the current biennium. The Judicial Department presented a $5.3 million General Fund request for this purpose to the interim Joint Committee on Ways and Means in January 2018. The combination of the approved General Fund increase, the distribution of General Fund to the Department for employee compensation costs, and the carryforward of General Fund from the prior biennium, will support the expenditure level targeted in the January 2018 request and enable the Department to avoid additional service reductions.

The Subcommittee also acknowledged receipt of a compensation plan change report required under ORS 8.105 (1). The report is posted on the Oregon Legislative Information System website under the Capital Construction Subcommittee March 2, 2018 meeting materials. The

Department reported that the Chief Justice has approved the same provision in the executive branch compensation plan for management service and unrepresented employees, whereby effective February 1, 2019, salaries are increased 6.95% and responsibility to pay the 6% PERS pick-up switches from the employer to the employee. The changes do not affect judges, and are projected to cost $854,000 General Fund and $62,800 Other Funds during the 2017-19 biennium. The costs will be covered within the legislatively approved budget provided in this bill.

Public Defense Services Commission

The Subcommittee increased the General Fund appropriation for professional services by $1,340,000, to expand the Parent Child Representation Program. This program works to improve the quality of legal representation for parents and children in juvenile dependency and termination of parental rights cases. The program currently operates in three counties. The funding will be used to expand the program to Coos and Lincoln counties, beginning July 1, 2018. The cost of this expansion will double to $2,680,000 General Fund in the 2019-21 biennium, when it will be in effect for the full twenty-four months of the biennium.

The Subcommittee also approved a one-time General Fund appropriation of $450,000 to fund an Oregon-specific caseload standards study and an assessment of Oregon public defense services. The Commission will work with the American Bar Association for a study to develop standards for the time attorneys need to adequately represent clients in various case types, and to develop associated workload/caseload standards. The Commission will also work with the Sixth Amendment Center to assess the status of public defense services in the state.

The Subcommittee also approved an adjustment to the calculation of the 2019-21 biennium current service level for professional services. The Commission is instructed to add $4.2 million General Fund to the current service level as otherwise historically calculated. This adjustment is intended to address concerns about contract rate amounts paid to trial-level public defense contract and hourly-paid providers. The amount is calculated to equal the cost of providing a 2% increase in rates for the full twenty-four months of the 2019-21 biennium, however, it is understood that the Commission may choose to allocate the funds in another manner to best address concerns about provider pay.

LEGISLATIVE BRANCH

The Subcommittee approved a net-zero General Fund rebalance. The adjustments include reductions to agency budgets to account for higher than anticipated reversions from the 2015-17 biennium, appropriately split reversions between Legislative Administration Committee (LAC) and the Legislative Policy and Research Office as those budgets became newly separated agency budgets beginning this biennium, and to accommodate LAC projects including closed captioning, online training, and additional ADA and diversity needs, including one additional position (0.50 FTE) dedicated to such work. In addition to projects funded through rebalance described above, $700,000 General Fund is provided to LAC for workplace improvements for the Legislative Branch. The Subcommittee approved increasing Other Funds expenditure limitation by $151,550 for costs of issuance on Article XI-Q general obligation bonds authorized in SB 5702 for the Capitol Accessibility,

Maintenance, and Safety project. Costs of issuance will be paid with bond proceeds. Bonds are scheduled to be sold in spring 2019, so no additional debt service is due in the 2017-19 biennium. An adjustment to debt service is also included, which results in a General Fund reduction of $48,618 and an increase in Other Funds expenditure limitation of $48,619. An increase of $250,000 Other Funds expenditure limitation is included for the Legislative Counsel Committee for ongoing staffing and office needs.

NATURAL RESOURCES

Department of Agriculture

The Subcommittee increased, on a one-time basis, constitutionally dedicated Lottery Funds expenditure limitation by $846,821 and authorized 13 limited duration positions (5.37 FTE) for additional costs related to Japanese beetle eradication efforts. During the 2016 invasive pests trapping season, the Oregon Department of Agriculture (ODA) trapped a record number of Japanese beetles in the Cedar Mill and Bethany neighborhoods in NW Portland. Early in the 2017 legislative session, ODA received $801,380 constitutionally dedicated Lottery Funds for the 2015-17 biennium to begin a five-year eradication effort. An additional $1,113,115 in constitutionally dedicated Lottery Funds was included in the ODA budget for 2017-19 for continuing eradication costs. During the 2017 eradication project, even more beetles were trapped in this area and were found in areas surrounding the initial treatment area, as well as in traps at the Portland airport, Swan Island, and Douglas County. The increase in areas needing treatment, coupled with higher than anticipated costs to maintain the quarantine and dispose of green waste in the existing treatment area, will require additional resources beyond what was approved in the 2017-19 adopted budget for ODA. In addition, the Lottery Funds allocation for the Department was increased by $1,359,653 to pay for any additional eradication efforts as needed. The Department would need to request an increase in expenditure limitation from either the Emergency Board or the Legislature to spend this additional Lottery Funds allocation.

A technical adjustment was also approved that reduced the Certifications Program Other Funds expenditure limitation by $16,836 and 0.10 FTE to correct an error in the position count that occurred when a position budgeted in two programs was eliminated.

Department of Environmental Quality

The Subcommittee approved a one-time increase of $1,917,084 General Fund, $2,965,300 Other Funds expenditure limitation, and the addition of months to six existing limited duration positions (3.38 FTE) to continue planning and begin development of an environmental data management system (EDMS). The Other Funds represent the portion of the proceeds from the sale of $5 million Article XI-Q bonds that will be spent in the 2017-19 biennium and includes $70,000 for the cost of issuing the bonds. This funding is to be used to implement the foundational build of a customized off-the-shelf software solution that will replace multiple outdated and disparate information technology systems currently in use at the Department of Environmental Quality (DEQ). The EDMS project will improve regulatory processes, provide a common platform to receive and share environmental information, and support e-commerce and web-based interactions. Of the total General Fund appropriated,

$833,867 will pay the debt service on the $5 million in 2017-19 as the bonds are scheduled to be sold May 2018. The remaining $1,083,217 General Fund will be used to update and complete foundational documents required to complete Stage Gate 3 endorsement, prepare the Request for Proposal, and pay a Quality Assurance contract. Early estimates indicate the EDMS project will cost $18 million when completed.

The Subcommittee approved an Other Funds expenditure limitation increase of $17,834,248 to implement a new electric vehicle rebate program, with the understanding that the Department of Administrative Services (DAS) will unschedule the limitation until sufficient revenues are received. HB 2017 (2017) included a privilege tax of 0.5% on the sale of vehicles beginning January 1, 2018. Monies raised by this tax will be deposited in the Zero-emissions Incentive Fund to be used for rebates on the purchase or lease of electric vehicles to encourage increased utilization of these vehicles. The bill tasked DEQ with establishing and operating the electric vehicle rebate program. At the time the bill passed, no expenditure limitation was provided for the actual rebate payments. The use of this privilege tax for rebates had been challenged in court, therefore DAS is directed to unschedule the increase until these legal challenges are resolved.

A technical adjustment was approved that increased Federal Funds expenditure limitation by $342,092 and decreased Other Funds expenditure limitation by $272,092 to accommodate the transfer of administration of a federal grant from the Oregon Health Authority (OHA) to DEQ. OHA had been receiving an on-going federal grant for coastal water monitoring and passing most of the grant funding on to DEQ to do the actual water quality monitoring work. In 2017, both agencies agreed that DEQ should take over the administration of the grant. The 2017-19 OHA budget was adjusted to reflect this change, but the DEQ adjustment was not included in its budget.

The Subcommittee also approved a $1 million General Fund increase and the addition of 4 positions (2.32 FTE) in the Air Quality program. This funding is to be used to address backlogs in air quality permitting, with emphasis on processing permit renewals. Of the amount approved, $343,092 is for process improvement activities and is being added on a one-time basis. This funding will not be used to support Title V permitting work because the federal Clean Air Act requires that all Title V permitting work be supported through fees paid by regulated entities. As such, the Department will need to seek authorization to increase fees for the Title V program during the 2019 Legislative session to ensure Title V related permitting operations are sufficiently staffed.

A $165,892 Other Funds expenditure limitation increase was approved for the Air Quality program to support two positions (1.08 FTE) using existing fund balance revenue from current Greenhouse Gas Reporting (GHG) fees. These positions will work on expanding the Department's existing GHG program to include collection of product output data, as well as, provide quality assurance of currently submitted emissions data.

Department of Fish and Wildlife

The Subcommittee approved a one-time General Fund appropriation increase of $350,000 for the Fish Division to operate the Leaburg Fish Hatchery located on the McKenzie River for the second year of the 2017-19 biennium. On July 1, 2018, the U.S. Army Corps of Engineers (Corps) will no longer pay for the Oregon Department of Fish and Wildlife (ODFW) to operate and maintain the hatchery, which it had done since

the facility was constructed in 1953 to mitigate for lost trout habitat caused by construction of federal dams in the Willamette Valley. The Corps will now instead contract with a private entity to purchase trout and will continue to pay ODFW to produce steelhead at another ODFW facility. ODFW plans to continue to produce trout at the facility, which would boost the pounds of trout released in the Willamette Valley by 20% and increase Chinook releases by 6%.

In addition, a one-time $50,000 General Fund increase was approved for culling of elk herds on the Cold Springs National Wildlife Refuge, which is located just outside Hermiston. The elk forage outside the Wildlife Area and damage commercial agriculture operations on land adjacent to Cold Springs. The funding would be used to pay for the time of existing ODFW staff to work on this project, as well as for a contract with the U.S. Department of Agriculture, Wildlife Services for removing the elk that move onto adjacent farms to feed. The elk meat resulting from the culling of the elk herd will be donated to the local food bank.

Department of Forestry

A one-time increase of $26,194,224 General Fund to the Department of Forestry, Fire Protection Division was approved for the payment of emergency firefighting costs associated with the 2017 forest fire season. This amount is dedicated to the following specific uses:

- Unbudgeted emergency fire costs ($22,722,123)
- Fire protection district deductibles ($915,600)
- Oregon State Treasury loan interest ($63,561)
- Severity resources ($2,492,940)

Of the total increase, $2.0 million is offset by a reduction of the same amount in the special purpose appropriation to the Emergency Board that had been established for this purpose. In addition, Other Funds expenditure limitation is increased one-time only by $22,743,921, which includes $10,130,317 for unbudgeted emergency fire costs, $4,101,866 for reimbursed costs of emergency fire costs from other agencies including the Federal Emergency Management Agency, $7.0 million for the payment of pass-through reimbursements to other agencies from federal sources, and $1,511,738 for fire protection district deductibles.

The Subcommittee approved an increase in the General Fund appropriation made to the Department of Forestry in the amount of $500,000 and a decrease in Other Funds expenditure limitation of $500,000 to reverse a reduction in General Fund subsidy for fire patrol assessments on low-productivity, east-side forest lands that was included in SB 5519 (2017), the agency's budget bill.

A reservation in the Emergency Fund was made to fund Sudden Oak Death eradication work by the Oregon Department of Forestry as detailed in the Emergency Board section above.

Department of Land Conservation and Development

A one-time increase of $300,000 General Fund for the Department of Land Conservation and Development's local government grants program was approved for the provisioning of technical assistance grants to eastern Oregon counties for conducting economic opportunity analyses.

Parks and Recreation Department

The Subcommittee approved a $200,000 increase in Other Funds expenditure limitation for the Oregon Parks and Recreation Department (OPRD) for expenses associated with Sudden Oak Death mitigation work on State Parks properties within the Cape Sebastian State Scenic Corridor. OPRD estimates that the eradication project will be completed by the end of February 2018. Funding for the treatment will come from the Park Stewardship account which receives a portion of fees charged by the agency and is dedicated for the management of natural resources, hazard trees, landscape, and the ocean shore.

An increase of $20,000 Lottery Funds expenditure limitation was approved for the purpose of making grants to repair recreational trails damaged due to the Chetco Bar fire during the 2017 fire season.

Department of State Lands

An increase in Federal Funds expenditure limitation in the amount of $155,734 for the Department of State Lands (DSL) was approved for the expenditure of Wetland Program grant funds from the U.S. Environmental Protection Agency (EPA). Of the total, $121,734 supports five individual initiatives identified in the updated Oregon Wetland Program Plan and will be used in conjunction with an intergovernmental agreement with Oregon State University, Institute for Natural Resources. Additionally, DSL was awarded a supplemental Wetland Program Development Grant (WPDG) that is in addition to the 2015 grant it received from the EPA. The funding award of $25,000 allows DSL to contract with a third party to complete wetland functional assessments on existing wetland mitigation bank sites prior to the implementation of the Aquatic Resources Mitigation Program initiative in 2018. The reestablishment of expenditure limitation for residual Federal Funds totaling $9,000 that were not expended in the prior biennium from the original 2015 EPA WPDG is also included in the total additional Federal Funds expenditure limitation for these grants.

A one-time expenditure limitation increase of $7,244,215 Other Funds is included for cleanup efforts at the Goble, Oregon site on the Columbia River. The funding is for the costs of site security, inventory, and disposal of solid waste and hazardous material, asbestos inventory and abatement, and dewatering and disposal of vessels and structures due to default by the former lessee of the site. DSL is continuing to avail itself of all legal means to recover the costs of the cleanup from the former lessee or the lessee's insurance carrier.

A one-time technical adjustment of $235,081 Other Funds expenditure limitation is included in the measure to carry forward 2015-17 biennium unexpended grant funding from the University of Michigan for the South Slough National Estuarine Research Reserve. Normally, this limitation would have been reestablished in the agency's budget bill, but the actual unexpended amount was not known at the time of the bill's passage.

The Subcommittee approved an increase in Other Funds expenditure limitation of $410,102 and authorized the establishment of a limited-duration project manager position (0.67 FTE), the establishment of a permanent, full-time network architect position (0.67 FTE), and the upward reclassification of an existing information systems supervisor position to continue planning for the replacement of the aging Land Administration System (LAS) through the end of the current biennium and ongoing management of the agency's information technology systems.

Water Resources Department

Technical adjustments to the Other Funds and Federal Funds expenditure limitations of the Water Resources Department are included in the measure to rebalance budgeted expenditure authority between programs at the agency. This action results in no net change to the overall expenditure limitation of the agency.

The Subcommittee approved a one-time increase in the expenditure limitation for the Water Resources Department of $5,269,633 Other Funds for the expenditure of Lottery Revenue bond proceeds for distribution to the City of Carlton to replace the city's finished water supply line in the amount of $5.15 million and for the payment of bond issuance costs of $119,633.

Oregon Watershed Enhancement Board

The Subcommittee increased the Measure 76 Lottery Funds expenditure limitation for the Oregon Watershed Enhancement Board (OWEB) grants program by $5,000,000 to reflect increases in forecasted Lottery revenues constitutionally dedicated to the Parks and Natural Resources Fund, for local grant expenditures.

PUBLIC SAFETY

Department of Corrections

The Subcommittee approved a net-zero technical adjustment to move a total of thirteen positions between program units to align reporting relationships, advance organizational initiatives, and properly assign oversight functions within the agency.

The Subcommittee provided the following direction to the Department of Corrections:

Budget Note:

As of January 25, 2018, the Department of Corrections had 297 inmates in custody over the age of 70. Elderly inmates are housed throughout the state, depending on the location of infirmary and hospice beds, single-story and single-bunk cells and dormitories, and proximity to health care facilities.

The Department of Corrections is directed to evaluate the feasibility of using the Oregon State Penitentiary - Minimum as a dedicated facility for housing male prison inmates over the age of seventy-five. The Department should evaluate the suitability of using OSPM to house elderly inmates and identify any and all facility modifications that would be required to safely house a population that has an above average incidence of mobility limitations and serious health conditions. The suitability evaluation should include a detailed cost analysis and an estimated construction timeframe for those modifications to the existing facility necessary to provide an adequate number of infirmary and hospice beds for this population, as well as any security upgrades, infirmary improvements, medical equipment purchases, and accessibility modifications. The Department is directed to report to the Legislature by February 2019 on the cost and timeframe for remodeling and equipping OSPM, and on the estimated cost of operating the facility, including any extraordinary costs for medical staff, transportation, and other reasonably necessary resources for housing an elderly inmate population.

Criminal Justice Commission

The Subcommittee increased the Criminal Justice Commission's Federal Funds expenditure limitation by $1,045,940 for two grants awards received in larger amounts than anticipated in the 2017-19 legislatively adopted budget. The awards supplement an existing program supporting Local Public Safety Coordinating Councils in rural Oregon counties and the state's Statistical Analysis Center program.

The Criminal Justice Commission's Other Funds expenditure limitation was increased by $450,000 for implementation of a new case management system for Oregon's specialty courts. Revenues supporting the expenditure limitation are from asset forfeitures, statutorily dedicated to specialty courts.

Oregon Department of Justice

The Subcommittee approved an increase of $53,241 Other Funds, $159,723 Federal Funds, and 0.25 full-time equivalent for the Civil Enforcement Division's Medicaid Fraud Unit. The Unit is projecting a personal services budget shortfall and requested a temporary funding increase. The Subcommittee recommended a permanent resolution of the underlying budget issues with the upward reclassification of two Assistant Attorney General positions to Senior Assistant Attorney General, an upward reclassification of a Principal Executive Manager C to a D (Chief Investigator), and adding 0.25 FTE to an existing Legal Secretary position budgeted at 0.75 FTE.

The Subcommittee approved $2.8 million Other Funds expenditure limitation for the Child Support Enforcement Automated System (CSEAS), which is to be financed with Article XI-Q bonds authorized in SB 5702. The Subcommittee also approved $5.4 million Federal Funds expenditure limitation and an increase of 0.25 full-time equivalent. These are one-time costs. Other Funds expenditure limitation of $56,463 was also added

for the cost of issuance of the bonds. The Subcommittee reduced General Fund Debt Service by $23,047 to account for a delayed issuance in previously authorized bonding authority. The 2017-19 Article XI-Q bond authority for the project totals $19.4 million, including $19,026,170 for project costs and $373,830 costs of issuance. General Fund Debt Service totals $12.5 million.

Since 2010, the Oregon Department of Justice's Division of Child Support has been working on a multi-biennia plan to replace its current COBOL-based mainframe child support case management and financial system with a transfer or hybrid solution with custom development that will use some existing software from three states. CSEAS is expected to be completed by 2021 with an implementation cost estimated at $137.3 million. Federal Funds will provide 66% of eligible program costs under Title IV-D of the federal Social Security Act for both development and ongoing operations and maintenance costs.

The project is within scope, on schedule, and within budget. The primary purpose of the additional bond authority is to safeguard the progress of the project should there be a major issue during User Acceptance Testing (UAT). UAT started in February of 2018 and continues through May of 2018. If by September 30, 2018 any of the additional bonding authority provided for UAT is unneeded, the unused portion is to be released for other statewide purposes. The project does, however, require the immediate expenditure of $120,738 Other Funds and $234,374 Federal Funds for contract change orders. The Department of Administrative Services is directed to unschedule $2,637,799 Other Funds and $5,164,513 Federal Funds, which may be rescheduled upon the approval of the Legislative Fiscal Office, but only if unanticipated UAT issues arise.

The bill includes an increase of $185,916 General Fund and the establishment of one permanent full-time Assistant Attorney General (0.63 FTE) in the Criminal Justice Division for the prosecution of election fraud violations under ORS 260.345, which have increased over the course of the last several biennia. The 2019-21 cost totals $293,381 General Fund.

The Subcommittee approved an increase of $1.3 million Other Funds expenditure limitation and the establishment of four limited duration positions (2.68 FTE) in the General Counsel Division as one-time costs. The position cost is $1 million and includes: one Assistant Attorney General position for Health and Human Services; one Assistant Attorney General position for Tax and Finance; one Assistant Attorney General position for Business Transactions; and one Senior Assistant Attorney General position for Government Services. The Division is experiencing higher caseload work related to: procurement, bonding, expended lottery offerings, litigation agreement implementation, legal sufficiency reviews, and agency administrative rules development. An additional $258,252 was approved for administratively-authorized limited duration position costs that the agency incurred pending the approval of this request. The revenue to support this request will come from billings to state agencies, which will total $1.9 million ($574,288 above the limitation request to account for agency overhead costs).

Two technical adjustments were approved to the Civil Enforcement Division's General Fund appropriation. HB 5015 (2017) eliminated a $3.2 million General Fund appropriation for enforcement of the Master Tobacco Settlement Agreement (MTSA) as the Department no longer requires the General Fund for defending the state's enforcement actions to the arbitration panel. A portion of the reduction included $127,059

General Fund for standard inflation; however, HB 5006 (2017), as part of a statewide adjustment, also included a reduction of $127,059 for inflation. The Subcommittee's action restores the inflation reduction to provide funding for civil rights enforcement.

The Subcommittee also approved a technical adjustment to transfer $25,646 General Fund from the Appellate Division to the Civil Enforcement Division to correct for an Oregon Law reference error in HB 5006 (2017).

A technical adjustment to the Child Support Enforcement Automated System (CSEAS) information technology project was approved. The adjustment increases months on six existing positions by 3.17 FTE. This adjustment is self-financed by reducing budgeted services and supplies by $708,017 and increasing personal services by a corresponding amount. This adjustment aligns budgeted indirect charges for the program with agency practice.

Oregon Military Department

The Subcommittee approved a one-time General Fund appropriation of $260,724 to cover expenses incurred by the Oregon Military Department for services provided by the Oregon National Guard during and after the total solar eclipse on August 21^{t}, 2017.

The Other Funds expenditure limitation for the Community Support program was increased, on a one-time basis, by $5,442,829 to reimburse wildland firefighting expenses incurred by the Oregon Military Department during the 2017 fire season.

The Subcommittee increased the agency's Federal Funds expenditure limitation by $16,421,308 for lead dust abatement projects at eight armories located throughout Oregon.

Pending federal approval of the agency's proposed indirect cost allocation plan, the Subcommittee recommended $1,590,544 General Fund be added to the Office of Emergency Management to cover 2017-19 administrative expenses that can no longer be charged to federal grants. The Subcommittee also approved the following budget note:

> **Budget Note:**
> The Oregon Military Department - Office of Emergency Management (OEM) is directed to assess and update OEM's processes, policies, and practices for internal control over grants management, separate from and in addition to any external financial or programmatic audits currently underway. The updated practices should align to the Internal Control-Integrated Framework as updated in 2013 by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Military Department is to undertake immediate action to correct any identified deficiencies.

The Military Department is directed to submit a quarterly progress report to the Legislature at each meeting of the Emergency Board in 2018. The Military Department is directed to provide a final written report on the assessment and corresponding updated processes, policies, and procedures to the Joint Committee on Ways and Means during the 2019 legislative session, prior to consideration of the agency's budget for 2019-21.

Department of Public Safety Standards and Training

The Other Funds expenditure limitation for the Operations program was increased, on a one-time basis, by $623,260 to reimburse the Department of Public Safety Standards and Training for expenses incurred for training and certifying Oregon National Guard members as wildland firefighters during the 2017 fire season.

The Subcommittee increased the Department of Public Safety Standards and Training's Other Funds expenditure limitation by $400,000 to continue and expand mental health and crisis intervention training for first responders with funding from the Oregon Health Authority.

The Subcommittee increased the agency's Other Funds expenditure limitation by $3,657,838, and authorized seven permanent positions (4.06 FTE) and six limited duration positions (3.48 FTE) to add five basic police classes and one basic corrections class to the agency's training calendar to meet demand during the 2017-19 biennium.

Department of State Police

The Subcommittee increased the agency's Other Funds expenditure limitation by $12,770,000 for federally reimbursable expenses incurred during mobilizations coordinated by the State Fire Marshal during the 2017 fire season in Oregon. Additionally, the agency's General Fund appropriation was increased by $3,255,945 to cover the portion of the Patrol Division's and State Fire Marshal's 2017 fire season expenses that are not eligible for federal reimbursement.

The Department of State Police is undertaking a significant rebalance of its resources between program units to better support the Patrol Division and to minimize the practice of holding trooper positions vacant. The Subcommittee approved $2,975,558 General Fund and 25 positions (25.00 FTE) to resolve double-filled support positions. This action requires the agency to reduce its 2017-19 appropriation for services and supplies and capital outlay to fund $1,737,202 of the total cost of these positions, which is $4,712,760. It is the intention of the Legislature that the agency's services and supplies and capital outlay budgets be restored to current service levels for the 2019-21 budget.

The Subcommittee also approved a net-zero budget action to re-classify 49 positions per classification studies completed by the Department of Administrative Services, Chief Human Resources Office. Three studies reclassified five Automotive Technician 1 positions to Automotive Technician 2s, three Office Specialist 1 positions to Office Specialist 2s, fourteen Administrative Specialist 1 positions to Administrative Specialist 2s, twenty-five Office Specialist 2 positions to Administrative Specialist 1s, and two Office Coordinator positions to Administrative Specialist 1s.

Once implemented, these position actions and increased General Fund support will allow the agency to begin to fill trooper positions, with a recruit school class of fourteen troopers anticipated for October 2018, and an additional class of twenty troopers in January 2019.

TRANSPORTATION

Department of Aviation

Other Funds expenditure limitation for the Department of Aviation is increased by $950,000 on a one-time basis to provide oversight and funding for three unmanned aircraft system test ranges in the state.

Department of Transportation

Other Funds expenditure limitation for the Oregon Department of Transportation (ODOT) is increased by $117,530,107 to fund implementation of the Transportation Package of 2017 (HB 2017), and includes 179 positions (77.63 FTE).

Other Funds expenditure limitation for ODOT is increased by $10,000 to implement SB 375 (2017) related to the posting of informational materials about human trafficking at roadside rest areas. This is a one-time adjustment supported by the Transportation Operating Fund.

The Other Funds expenditure limitation for the Local Government Program includes funds for highway safety improvements near the Kenton Line to aid enhanced safety related to trains, pedestrians, and vehicles.

Enrolled
Senate Bill 5505

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 Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to state financial administration; creating new provisions; amending ORS 283.085 and 286A.833; and declaring an emergency.

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

SECTION 1. The amounts authorized, as provided by ORS 286A.035, for issuance of general obligation bonds of the state during the 2017-2019 biennium, notwithstanding section 10, chapter 705, Oregon Laws 2013, are as follows:

GENERAL OBLIGATION BONDS			
General Fund Obligations			
(1)	**Higher Education Coordinating Commission (Art. XI-G):**		
(a)	**Oregon Institute of Technology, Center for Excellence in Engineering and Technology/Cornett Hall Renovation.....**	**$**	**2,050,000**
(b)	**Oregon State University:**		
(A)	**Quality Foods and Beverage Center .....**	**$**	**9,100,000**
(B)	**Gilkey Hall Renovation .....**	**$**	**2,050,000**
(c)	**Portland State University, Graduate School of Education Facility.....**	**$**	**36,485,000**
(d)	**University of Oregon, Campus for Accelerating Scientific Impact.....**	**$**	**50,620,000**
(e)	**Western Oregon University:**		
(A)	**Information Technology Center Renovation .....**	**$**	**540,000**
(B)	**Oregon Military Building Renovation .....**	**$**	**540,000**
(f)	**Blue Mountain Community**		

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	College, Facility for Agricultural Resource Management	**$**	**5,115,000**
(g)	**Chemeketa Community College, Agricultural Complex**	**$**	**6,125,000**
(h)	**Clackamas Community College:**		
(A)	**DeJardin Building Addition**	**$**	**8,140,000**
(B)	**Student Services and Community Commons**	**$**	**8,140,000**
(i)	**Clatsop Community College, Marine Science Center Renovation and Expansion**	**$**	**8,135,000**
(j)	**Columbia Gorge Community College, Middle College Prototype Facility**	**$**	**7,400,000**
(k)	**Lane Community College, Health Care Village Facility**	**$**	**8,140,000**
(L)	**Linn-Benton Community College, Student Advising and Campus Safety Center**	**$**	**7,635,000**
(m)	**Mt. Hood Community College, Maywood Park Center**	**$**	**8,140,000**
(n)	**Oregon Coast Community College, Workforce Education and Resiliency Center**	**$**	**8,140,000**
(o)	**Portland Community College, Health Technology Building Renovation**	**$**	**8,140,000**
(p)	**Rogue Community College, Elk Building Science Facility Renovation and Expansion**	**$**	**6,125,000**
(q)	**Southwestern Oregon Community College, Dellwood Hall Remodel and Expansion**	**$**	**2,805,000**
(r)	**Treasure Valley Community College, Workforce Vocational Center**	**$**	**2,865,000**
(s)	**Umpqua Community College, Industrial Technology Building**	**$**	**8,140,000**
(2)	**Department of Environmental Quality (Art. XI-H)**	**$**	**10,300,000**
(3)	**Oregon Business Development Department (Art. XI-M)**	**$**	**101,180,000**
(4)	**Oregon Business Development Department (Art. XI-N)**	**$**	**20,430,000**
(5)	**Department of Education (Art. XI-P)**	**$**	**100,985,000**
(6)	**Oregon Department of Administrative**		

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	Services (Art. XI-Q):		
(a)	**Department of Corrections:**		
(A)	**Capital Improvements and Renewal**	**$**	**26,770,000**
(B)	**Technology Infrastructure**	**$**	**12,445,000**
(b)	**Department of Education, Oregon School for the Deaf Facility Improvements**	**$**	**4,365,000**
(c)	**Department of Human Services, ONE Integrated Eligibility and Medicaid Eligibility System**	**$**	**34,045,000**
(d)	**Department of Justice, Child Support Enforcement Automated System**	**$**	**16,585,000**
(e)	**Department of Revenue, Core Tax Revenue Systems Replacement**	**$**	**4,855,000**
(f)	**Department of Veterans' Affairs:**		
(A)	**Lebanon Veteran's Home Parking Lot**	**$**	**1,345,000**
(B)	**The Dalles Veterans' Home Capital Improvements**	**$**	**1,195,000**
(C)	**Roseburg Veterans' Home**	**$**	**10,720,000**
(g)	**Housing and Community Services Department, Local Innovation and Fast Track Housing Program**	**$**	**81,090,000**
(h)	**Higher Education Coordinating Commission:**		
(A)	**Public Universities Capital Improvement and Renewal**	**$**	**50,620,000**
(B)	**Eastern Oregon University, Loso Hall Renovation**	**$**	**5,575,000**
(C)	**Oregon Institute of Technology:**		
(i)	**Center for Excellence in Engineering and Technology/ Cornett Hall Renovation**	**$**	**38,475,000**
(ii)	**Oregon Manufacturing Innovation Center, Research and Development Facility**	**$**	**3,940,000**
(D)	**Oregon State University:**		
(i)	**Cordley Hall Renovation**	**$**	**15,250,000**
(ii)	**Fairbanks Hall Renovation**	**$**	**11,220,000**
(iii)	**Gilkey Hall Renovation**	**$**	**1,045,000**
(iv)	**Cascades Expansion Site Reclamation**	**$**	**9,145,000**
(E)	**Portland State University, Graduate School of Education Facility**	**$**	**9,145,000**

(F)	**Southern Oregon University, Central Hall Capital Improvements**	**$**	**6,125,000**
(G)	**Western Oregon University:**		
(i)	**Information Technology Center Renovation**	**$**	**5,070,000**
(ii)	**Oregon Military Building Renovation**	**$**	**7,335,000**
(i)	**Legislative Administration Committee, Capitol Accessibility, Maintenance, and Safety**	**$**	**13,960,000**
(j)	**Oregon Judicial Department:**		
(A)	**Lane County Courthouse**	**$**	**5,115,000**
(B)	**Multnomah County Courthouse**	**$**	**102,495,000**
(C)	**Oregon Supreme Court Building Renovation**	**$**	**6,125,000**
(k)	**Oregon Military Department:**		
(A)	**Grants Pass Armory Service Life Extension**	**$**	**3,330,000**
(B)	**Regional Armory Emergency Enhancement Project**	**$**	**8,675,000**
(C)	**Regional Training Institute**	**$**	**6,630,000**
(D)	**Resiliency Grant Fund**	**$**	**5,070,000**
(E)	**Youth Challenge Armory**	**$**	**5,095,000**
(L)	**Oregon Youth Authority:**		
(A)	**Capital Improvements**	**$**	**17,450,000**
(B)	**MacLaren West Cottages Renovation**	**$**	**15,450,000**
(C)	**Rogue Valley Facility Improvements**	**$**	**7,095,000**
(m)	**State Department of Fish and Wildlife**	**$**	**10,215,000**
(n)	**State Forestry Department, Toledo Facility Replacement**	**$**	**774,225**
Dedicated Fund Obligations			
(7)	**Department of Veterans' Affairs (Art. XI-A)**	**$**	**120,000,000**
(8)	**Higher Education Coordinating Commission (Art. XI-F(1)):**		
(a)	**Portland State University:**		
(A)	**Land Acquisition for University Center Building**	**$**	**15,260,000**
(B)	**12th & Market Residence Hall**	**$**	**54,225,000**
(C)	**Graduate School of Education Facility**	**$**	**6,080,000**
(D)	**Corbett Building Purchase**	**$**	**5,100,000**
(b)	**Oregon Institute of Technology, Student Recreation Center**	**$**	**5,115,000**

(c) Eastern Oregon University, Track and Field Facilities Restoration	$	790,000
(9) Department of Environmental Quality (Art. XI-H)	$	10,000,000
(10) Housing and Community Services Department (Art. XI-I(2))	$	25,000,000
(11) Oregon Department of Administrative Services (Art. XI-Q):		
(a) Portland State Office Building Improvements	$	13,360,000
(b) State Forestry Department, Toledo Facility Replacement	$	1,075,775
Total General Obligation Bonds	$	1,257,310,000

SECTION 2. The amounts authorized, as provided by ORS 286A.035, for issuance of revenue bonds of the state during the 2017-2019 biennium are as follows:

REVENUE BONDS		
Direct Revenue Bonds		
Housing and Community Services Department	$	300,000,000
Oregon Business Development Department	$	30,000,000
Oregon Department of Administrative Services, Lottery Revenue Bonds	$	199,860,000
Total Direct Revenue Bonds	$	529,860,000
Pass-Through Revenue Bonds		
Oregon Business Development Department, Industrial Development Bonds	$	400,000,000
Oregon Business Development Department, Beginning and Expanding Farmer Loan Program	$	10,000,000
Oregon Facilities Authority	$	1,350,000,000
Housing and Community Services Department	$	325,000,000
Total Pass-Through Revenue Bonds	$	2,085,000,000
Total Revenue Bonds	$	2,614,860,000

SECTION 3. The amount authorized, as provided by ORS 286A.035, for issuance of certificates of participation and other financing agreements of the state during the 2017-2019 biennium for the Oregon Department of Administrative Services is $110,985,000.

SECTION 4. The amounts allocated for private activity bonds, as provided in ORS 286A.615, are as follows:

(1) For calendar year 2018, the amount of $409,346,500

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is allocated as follows:

(a) Oregon Business Development Department, Industrial Development Bonds..... $ 40,000,000

(b) Oregon Business Development Department, Beginning and Expanding Farmer Loan Program..... $ 5,000,000

(c) Housing and Community Services Department..... $125,000,000

(d) Private Activity Bond Committee..... $239,346,500

(2) For calendar year 2019, the amount of $409,346,500 is allocated as follows:

(a) Oregon Business Development Department, Industrial Development Bonds..... $ 40,000,000

(b) Oregon Business Development Department, Beginning and Expanding Farmer Loan Program..... $ 5,000,000

(c) Housing and Community Services Department..... $125,000,000

(d) Private Activity Bond Committee..... $239,346,500

(3) If an increase in this state's population, a sufficient increase in the region's Consumer Price Index or a change in federal law allows the private activity bond limit as set by the Internal Revenue Code of 1986, as amended, to exceed $409,346,500 during the 2018 calendar year or $409,346,500 during the 2019 calendar year, the increase is allocated to the Private Activity Bond Committee.

SECTION 5. (1) For purposes of Article XI-F(1), section 1, of the Oregon Constitution, the Legislative Assembly determines that the projects authorized to be financed pursuant to section 1 (8) of this 2017 Act with bonds issued under Article XI-F(1) of the Oregon Constitution will benefit higher education institutions or activities.

(2) For purposes of Article XI-G, section 1, of the Oregon Constitution, the Legislative Assembly determines that the projects authorized to be financed pursuant to section 1 (1) of this 2017 Act with bonds issued under Article XI-G of the Oregon Constitution will benefit higher education institutions or activities or community colleges authorized by law to receive state aid.

SECTION 6. Bonds authorized under section 1 (1) of this 2017 Act may not be issued until the constructing authority certifies that the constructing authority has matching funds available for the same or similar purposes as the Article XI-G bonds that will fund the grant to the constructing authority, that the match funds are not proceeds of indebtedness incurred by the state under any other article of the Oregon Constitution, and that the match funds are available to the constructing authority in an amount at least equal to the amount of indebtedness incurred by the state through the issuance of the Article XI-G bonds.

SECTION 7. ORS 286A.833 is amended to read:

286A.833. (1) In accordance with the applicable provisions of this chapter, the State Treasurer, with the concurrence of the [*Director of the Oregon Department of Administrative Services*] **Higher Education Coordinating Commission**, may issue Article XI-F(1) bonds **for the benefit of a public university** if:

(a) The [*Higher Education Coordinating Commission*] **Director of the Oregon Department of Administrative Services** requests that bonds be issued for the purposes specified in Article XI-F(1) of the Oregon Constitution, plus an amount determined by the State Treasurer to pay estimated bond-related costs;

(b) The issuance does not exceed the budget authorization for bond issuance established under ORS 286A.035; and

(c) A loan agreement is executed under ORS 286A.836 prior to sale of the bonds.

(2) The State Treasurer may issue Article XI-F(1) bonds for the purpose of refunding Article XI-F(1) bonds, with the concurrence of a public university that received proceeds of Article XI-F(1) bonds to be refunded.

(3) The State Treasurer shall deposit the net proceeds of Article XI-F(1) bonds in one or more project funds established in the State Treasury or with a third party under contract with the Oregon Department of Administrative Services and approved by the State Treasurer. Net proceeds of Article XI-F(1) bonds must be expended for the purposes described in the commission's budget authorization.

(4) If at any time the department and the commission jointly determine that the net proceeds of Article XI-F(1) bonds deposited in a project fund pursuant to subsection (3) of this section exceed the cost of the project described in the commission's budget authorization, the department may allocate and transfer the excess amount as determined by the department to other project funds, the Article XI-F(1) Bond Fund established under ORS 286A.839 or the Article XI-F(1) Bond Administration Fund established under ORS 286A.842. Before transferring an excess amount under this subsection, the department shall consult with the public university for whose benefit the Article XI-F(1) bonds were issued, but the department may transfer an excess amount without the approval of the public university. Excess amounts may not be transferred to a project fund for the project of another public university unless the applicable loan agreements and loan repayment schedules are amended to reflect the transfer.

(5) Article XI-F(1) bonds are direct general obligations of the State of Oregon and must contain a direct promise on behalf of the State of Oregon to pay the principal of, the interest on and the premium, if any, on the Article XI-F(1) bonds. The State of Oregon shall pledge its full faith and credit and taxing power to the payment of the principal of, the interest on and the premium, if any, on Article XI-F(1) bonds, and the ad valorem taxing power of the State of Oregon may be pledged to pay Article XI-F(1) bonds.

SECTION 8. ORS 283.085 is amended to read:

283.085. As used in ORS 283.085 to 283.092:

(1) "Available funds" means funds appropriated or otherwise made available by the Legislative Assembly to pay amounts due under a financing agreement for the fiscal period in which the payments are due, unexpended proceeds of the financing agreement and reserves or other amounts that have been deposited in trust to pay amounts due under the financing agreement.

(2) "Credit enhancement agreement" means any agreement or contractual relationship between the state and any bank, trust company, insurance company, surety bonding company, pension fund or other financial institution providing additional credit on or security for a financing agreement or certificates of participation authorized by ORS 283.085 to 283.092.

(3) "Financing agreement" means a lease purchase agreement, an installment sale agreement, a loan agreement or any other agreement:

(a) To finance real or personal property that is or will be owned and operated by the state or any of its agencies;

(b) To finance infrastructure, including but not limited to telecommunications systems, systems for water, sewage, electricity, steam or natural gas and other equipment or improvements that are necessary or appropriate to support a facility that is, or will be, owned or operated by the state;

(c) To finance infrastructure components that are, or will be, owned or operated by a local government agency of this state if the Director of the Oregon Department of Administrative Services determines that financing the infrastructure facilitates the construction or operation of an adult or juvenile corrections facility or a public safety training facility owned or operated by the state or any of its agencies;

(d) To finance all or a portion of the state's pension liabilities for retirement, health care or disability benefits, in an amount that produces net proceeds that do not exceed the State Treasurer's estimate of those liabilities based on information provided to the State Treasurer by the Public Employees Retirement System; [*or*]

(e) To finance:

(A) The release of all or a portion of the Elliott State Forest from restrictions resulting from ownership of that forest by the Common School Fund; or

(B) Compensation paid to the Common School Fund for the preservation of noneconomic benefits of the forest through the imposition, transfer or sale of restrictions such as easements, use requirements or other methods that preserve noneconomic benefits of the forest for the public, including recreation, aesthetics, wildlife or habitat preservation or other environmental and quality of life considerations; or

[*(e)*] **(f)** To refinance previously executed financing agreements.

(4) "Financing costs" means costs or expenses that the director determines are necessary or desirable in connection with entering into financing agreements and maintaining the certificate of participation program, including but not limited to payment of:

(a) Amounts due under financing agreements;

(b) Costs and obligations the director or any other agency of the state incurs in connection with the exercise of a power granted by ORS 283.085 to 283.092; and

(c) Amounts due in connection with the investment of proceeds of financing agreements.

(5) "Personal property" means tangible personal property, software and fixtures.

(6) "Property rights" means, with respect to personal property, the rights of a secured party under ORS chapter 79, and, with respect to real property, the rights of a trustee or lender under a lease authorized by ORS 283.089 (1)(e).

(7) "Software" means software and training and maintenance contracts related to the operation of computing equipment.

SECTION 9. (1) A community college for which one project to be funded with general obligation bonds authorized to be issued under Article XI-G of the Oregon Constitution is approved in this 2017 Act may not request approval of an additional project to be funded with general obligation bonds authorized to be issued under Article XI-G of the Oregon Constitution until the beginning of the regular session of the Legislative Assembly held in 2021, unless the community college withdraws the project approved under this 2017 Act.

(2) A community college for which two projects to be funded with general obligation bonds authorized to be issued under Article XI-G of the Oregon Constitution is approved in this 2017 Act may not request approval of an additional project to be funded with general obligation bonds authorized to be issued under Article XI-G of the Oregon Constitution until the beginning of the regular session of the Legislative Assembly held in 2025, unless the community college withdraws a project approved under this 2017 Act.

SECTION 10. (1) Out of the amount specified in section 1 (6)(j)(A) of this 2017 Act, the State Treasurer may issue Article XI-Q bonds in an amount not to exceed $5,000,000 of net proceeds for the purposes and in the manner specified in section 8, chapter 705, Oregon Laws 2013, plus an amount estimated by the State Treasurer to pay estimated bond-related costs.

(2) Out of the amount specified in section 1 (6)(j)(B) of this 2017 Act, the State Treasurer may issue Article XI-Q bonds in an amount not to exceed $92,600,000 of net proceeds for the purposes and in the manner specified in section 8, chapter 705, Oregon Laws 2013, plus an amount estimated by the State Treasurer to pay estimated bond-related costs.

(3) For purposes of sections 8 and 9, chapter 705, Oregon Laws 2013, and section 64, chapter 723, Oregon Laws 2013, bonds issued pursuant to this section are considered to be bonds issued pursuant to section 8, chapter 705, Oregon Laws 2013.

(4) Bonds may not be issued out of the amounts specified in section 1 (6)(j)(A) and (B) of this 2017 Act except as provided in this section.

SECTION 11. (1) As used in this section:

(a) "Apprentice" has the meaning given that term in ORS 660.010.

(b) "Apprenticeable occupation" has the meaning given that term in ORS 660.010.

(c) "Apprenticeship training program" means the total system of apprenticeship that a particular local joint committee, as defined in ORS 660.010, operates, including the local joint committee's registered standards and all other terms and conditions for qualifying, recruiting, selecting, employing and training apprentices in an apprenticeable occupation.

(d) "Minority individual" has the meaning given that term in ORS 200.005.

(e) "Qualified contracts" means contracts that:

(A) Are for improvements to real property in connection with the University of Oregon Campus for Accelerating Scientific Impact;

(B) Have a cost that, at the time the contract is executed, is estimated to be greater than $200,000; and

(C) Are to be paid from proceeds of bonds issued under Article XI-G of the Oregon Constitution.

(f) "Woman" has the meaning given that term in ORS 200.005.

(2) The University of Oregon, in all qualified contracts, shall require contractors to:

(a) Employ apprentices to perform 15 percent of the work hours that workers in apprenticeable occupations perform under the contract, in a manner consistent with the apprentices' respective apprenticeship training programs;

(b) Establish and execute a plan for outreach, recruitment and retention of women and minority individuals to perform work under the contract; and

(c) Require any subcontractors engaged by the contractors to abide by the requirements set forth in paragraphs (a) and (b) of this subsection.

(3) On or before February 1 of each year, the University of Oregon shall report to the Joint Committee on Ways and Means or Joint Interim Committee on Ways and Means on the amount of work performed by apprentices, women and minority individuals under qualified contracts.

SECTION 12. This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect July 1, 2017.

Passed by Senate July 6, 2017

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Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House July 7, 2017

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

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SB 5505 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Courtney

Joint Committee On Ways and Means

Action Date:	07/03/17
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	11 - DeBoer, Devlin, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, Roblan, Steiner Hayward, Winters
Nays:	1 - Thomsen
House Vote	
Yeas:	8 - Gomberg, Holvey, Huffman, McLane, Nathanson, Rayfield, Smith Warner, Williamson
Exc:	3 - Smith G, Stark, Whisnant
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Various
2017-19

Budget Summary

None.

Summary of Capital Construction Subcommittee Action

Senate Bill 5505 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 5505 for the following purposes:

General Fund Obligations

1. The Subcommittee approved Article XI-G general obligation bond authority of $204,570,000 to fund grants to Public Universities and Community Colleges to finance seven new capital projects for Public Universities, 12 new capital projects for Community Colleges, and three reauthorized capital projects approved during previous legislative sessions for Community Colleges. The proceeds of the bonds will be used to provide grants through grant programs administered by the Higher Education Coordinating Commission (HECC). Projects are described later in this report.

2. The Subcommittee approved Article XI-M general obligation bond authority of $101,180,000, which includes net proceeds of $100,000,000 and $1,180,000 for costs of issuing bonds and approved Article XI-N general obligation bond authority of $20,430,000, which includes net proceeds of $20,000,000 and $430,000 for costs of issuing bonds. The proceeds of the Article XI-M bonds will be used to provide grants for Seismic Rehabilitation of Public Education Buildings, and the proceeds of the Article XI-N bonds will be used to provide grants for Seismic Rehabilitation of Emergency Services Buildings through grant programs administered by the Oregon Business Development Department.

3. The Subcommittee approved Article XI-P general obligation bond authority of $100,985,000, which includes $100,000,000 in net proceeds and $985,000 for costs of issuing bonds, to fund matching grants to school districts for capital costs including construction, improvement, or remodel of facilities and acquisition of equipment through a grant program administered by the Oregon Department of Education.

4. The Subcommittee approved General Fund supported Article XI-Q general obligation bond authority of $563,839,225 to finance the capital costs of projects for real or personal property owned or operated by the state. The projects and agencies are listed below, with the exception of HECC; projects funded by grants from the HECC to Public Universities are described later in this report.

    - Department of Human Services, ONE Integrated Eligibility and Medicaid Eligibility System: approved $34,045,000 Article XI-Q bonds to finance $33,523,000 of project costs and $522,000 for costs of issuing the bonds. The project is to implement an IT system to integrate the determination of client eligibility for multiple programs into one system, including eligibility for TANF, ERDC, SNAP, and to expand Medicaid eligibility to include non-MAGI Medicaid populations. The Subcommittee also approved additional funding of $11,477,000 for this project through the repurpose of $6,500,000 of bond proceeds originally issued for the Oregon Military Department (OMD) Regional Training Institute and $4,977,000 of bond proceeds originally issued for the OMD Youth Challenge project.

    - Department of Justice, Child Support Enforcement Automated System: approved $16,585,000 Article XI-Q bonds to finance $16,267,633 of project costs and $317,367 for costs of issuing the bonds. The project is to develop and implement a new automated system for the Oregon Child Support Program that will function as a case management system, an accounting and distribution system, and a data exchange system which interfaces with multiple agencies within Oregon and nationwide.

    - Department of Revenue, Core Tax Revenue Systems Replacement: approved $4,855,000 Article XI-Q bonds to finance $4,781,944 of project costs and $73,056 for costs of issuing the bonds. The project is to implement an IT system to replace outdated and disparate systems into one integrated system for improved tracking and reporting of tax revenues. This funding will complete implementation of the system in 2017-19.

    - Legislative Administration Committee, Capitol Accessibility, Maintenance, and Safety: approved $13,960,000 Article XI-Q bonds to finance $13,720,642 of project costs and $239,358 for costs of issuing the bonds. The project is to make capital improvements to the State Capitol Building, including improvements to ADA accessibility and safety.

    - Oregon Judicial Department, Multnomah County Courthouse: approved $102,495,000 Article XI-Q bonds to finance $101,500,000 of project costs and $995,000 for costs of issuing the bonds. Project costs of $92,600,000 will be the final state matching funds to complete the construction of a new courthouse in Multnomah County. The remaining $8,900,000 will be used to purchase state-owned furnishings and equipment.

    - Oregon Judicial Department, Lane County Courthouse: approved $5,115,000 Article XI-Q bonds to finance $5,000,000 of project costs and $115,000 for costs of issuing the bonds. The project is to support replacement of the Lane County Courthouse, including making improvements to the new courthouse site to prepare it for construction.

- Oregon Judicial Department, Oregon Supreme Court Building Renovation: approved $6,125,000 Article XI-Q bonds to finance $6,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to renovate the Oregon Supreme Court building, including seismic updates, energy efficiency improvements, and various systems and safety code upgrades.

- Oregon Military Department, Regional Armory Emergency Enhancement: approved $8,675,000 Article XI-Q bonds to finance $8,534,400 of project costs and $140,600 for costs of issuing the bonds. The project involves making structural improvements to bring the following three facilities to essential facility standards for seismic events: Coos Bay Armory, Newport Armory, and the Anderson Readiness Center in Salem.

- Oregon Military Department, Grants Pass Armory Service Life Extension: approved $3,330,000 Article XI-Q bonds to finance $3,270,356 of project costs and $59,644 for costs of issuing the bonds. The project is for design and construction of additions and alterations to the Grants Pass Armory to bring the building into conformance with current building code.

- Oregon Military Department, Resiliency Grant Fund: approved $5,070,000 Article XI-Q bonds to finance $5,000,000 of project costs and $70,000 for costs of issuing the bonds. The proceeds will be used to purchase emergency preparedness equipment, which will be owned by OMD and distributed to local governments and other federal tax-exempt qualified recipients.

- Oregon Military Department, Regional Training Institute: approved $6,630,000 Article XI-Q bonds to finance $6,500,000 of project costs and $130,000 for costs of issuing the bonds. The project is to refurbish existing buildings in Umatilla to serve as the new Regional Training Institute. Article XI-Q bonds were authorized and issued for this project in 2015-17; however, it was subsequently determined that tax-exempt bond proceeds could not be used to finance the project. Thus, this project is being reapproved to issue taxable bonds in 2017-19.

- Oregon Military Department, Youth Challenge Armory: approved $5,095,000 Article XI-Q bonds to finance $4,977,000 of project costs and $118,000 for costs of issuing the bonds. The project is for expansion and renovation of the existing facility in Bend to increase capacity for at-risk youths participating in the Youth Challenge Program. Article XI-Q bonds were authorized and issued for this project in 2015-17; however, it was subsequently determined that tax-exempt bond proceeds could not be used to finance the project. Thus, this project is being reapproved to issue taxable bonds in 2017-19.

- Oregon Department of Veterans' Affairs, The Dalles Veterans' Home Capital Improvements: approved $1,195,000 Article XI-Q bonds to finance $1,150,000 of project costs and $45,000 for costs of issuing the bonds. The project involves construction of a new educational building and daycare building, upgrades to wireless infrastructure, and phone system replacement.

- Oregon Department of Veterans' Affairs, Lebanon Veterans' Home Parking Lot: approved $1,345,000 Article XI-Q bonds to finance $1,300,000 of project costs and $45,000 for costs of issuing the bonds. The project is to build a new parking lot at the veteran's home in Lebanon.

- Oregon Department of Veterans' Affairs, Roseburg Veterans' Home: approved $10,720,000 Article XI-Q bonds to finance $10,500,000 of project costs and $220,000 for costs of issuing the bonds. The project is to design and construct a new veterans' home in Roseburg.

- Department of Corrections, Capital Improvements and Renewal: approved $26,770,000 Article XI-Q bonds to finance $26,293,534 of project costs and $476,466 for costs of issuing the bonds. The project involves facility improvements in several facilities including electrical systems, water systems, roofs, HVAC, surveillance, fire systems and infrastructure improvements to address needs identified in the Facility Condition Assessment completed on the department's facilities.

- Department of Corrections, Technology Infrastructure: approved $12,445,000 Article XI-Q bonds to finance $12,200,000 of project costs and $245,000 for costs of issuing the bonds. The project is to upgrade and install technology infrastructure that will support a voice-over-internet protocol telephony system.

- Oregon Youth Authority, Capital Improvements: approved $17,450,000 Article XI-Q bonds to finance $17,168,249 of project costs and $281,751 for costs of issuing the bonds. The project involves capital improvements to permanent structures and fixtures to address needs identified by the Facility Condition Assessment completed on OYA facilities.

- Oregon Youth Authority, MacLaren West Cottages Renovation, Phase 1: approved $15,450,000 Article XI-Q bonds to finance $15,177,200 of project costs and $272,800 for costs of issuing the bonds. Phase 1 of the project involves capital improvements to renovate and remodel five of the seven living units on the west side of the campus at MacLaren Youth Correctional Facility.

- Oregon Youth Authority, Rogue Valley Facility Improvements, Phase 1: approved $7,095,000 Article XI-Q bonds to finance $6,973,465 of project costs and $121,535 for costs of issuing the bonds. Phase 1 of the project involves capital improvements to renovate and remodel two of the four living units at the Rogue Valley Youth Correctional Facility.

- Oregon Department of Education, Oregon School for the Deaf Facility Improvements: approved $4,365,000 Article XI-Q bonds to finance $4,297,558 of project costs and $67,442 for costs of issuing the bonds. The project is to make capital improvements to the Oregon School for the Deaf facility which includes roof replacements at six campus buildings and ADA compliance to address accessibility of campus restrooms in eight facilities.

- Oregon Department of Forestry, Toledo Facility Replacement: approved $774,225 Article XI-Q general obligation bonds to finance $753,300 of project costs and $20,925 for costs of issuing the bonds. The project is to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone, a project which is expected to be part of a larger co-locate project with the Oregon Department of Transportation (ODOT).

- Oregon Department of Fish and Wildlife, Deferred Maintenance: approved $10,215,000 Article XI-Q general obligation bonds to finance $10,000,000 of project costs and $215,000 for costs of issuing the bonds. The project involves addressing deferred maintenance needs in multiple facilities owned by the department.

- Oregon Housing and Community Services, Local Innovation and Fast Track (LIFT) Housing Program: approved $81,090,000 Article XI-Q general obligation bonds to finance $80,000,000 of project costs and $1,090,000 for costs of issuing the bonds. The bond proceeds will be used to acquire, construct, remodel, repair, equip or furnish real property in which the department will take an operational or ownership interest to provide affordable housing for low income citizens.

5. The Subcommittee approved Article XI-H general obligation bond authority of $10,300,000, which includes $10,000,000 in net proceeds and $300,000 for costs of issuing the bonds, for the Department of Environmental Quality (DEQ) to finance pollution control facilities or related activities. Net proceeds will replenish DEQ's Orphan Site Account, which is used to investigate and cleanup highly contaminated sites.

6. The Subcommittee approved Certificates of Participation (COP) authority of $100,985,000, which includes $100,000,000 in net proceeds and $985,000 for costs of issuing the bonds, for the Department of Forestry to finance the release of a portion of the Elliott Forest from restrictions from ownership of the common school fund to preserve non-economic benefits of the forest for the public such as recreation, wildlife and habitat preservations, and other environmental considerations.

Dedicated Fund Obligations

7. The Subcommittee approved a $120,000,000 authorization to the Department of Veterans' Affairs for issuance of Article XI-A general obligation bonds to finance farm and home loans to veterans.

8. The Subcommittee approved Article XI-F(1) general obligation bond authority of $86,570,000 to fund loans to Public Universities through the HECC to finance four new capital projects and two reauthorized capital projects approved during prior legislative sessions. Projects are described later in this report.

9. The Subcommittee approved a $10,000,000 authorization to the Department of Environmental Quality for issuance of Article XI-H general obligation bonds to finance pollution control facilities or related activities. Bond proceeds provide match for federal Clean Water State Revolving Fund (CWSRF) capitalization grants.

10. The Subcommittee approved a $25,000,000 authorization to the Housing and Community Services Department for issuance of Article XI-I (2) general obligation bonds to provide financing for multi-family housing for the elderly and for disabled persons.

11. The Subcommittee approved Article XI-Q general obligation bond authority of $14,435,775 to finance a portion of the following projects:

    - Department of Administrative Services, Portland State Office Building Capital Improvements: approved $13,360,000 Article XI-Q bonds to finance $13,146,000 of project costs and $214,000 for costs of issuing the bonds. The project is to renovate the building exterior, including replacement of the windows and roof; upgrade security, electrical and HVAC systems; painting; and renovating restrooms. Debt service on the bonds will be paid using agency resources (Other Funds).
    - Oregon Department of Forestry, Toledo Facility Replacement: approved $1,075,775 Article XI-Q bonds to finance $1,046,700 of project costs and $29,075 for costs of issuing the bonds. The project is to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone, a project which is expected to be part of a larger co-locate project with the Oregon Department of Transportation (ODOT). Debt service on the bonds will be paid using agency resources (Other Funds).

12. The Subcommittee approved Certificates of Participation (COP) authority of $10,000,000 for issuance of other financing agreements (capital leases) for the Department of Administrative Services.

Revenue Bonds

13. The Subcommittee approved the Housing and Community Services Department direct revenue bond authority of $300,000,000 and pass-through revenue bond authority of $325,000,000.

14. The Subcommittee approved the Oregon Business Development Department direct revenue bond authority of $30,000,000 for the Oregon Infrastructure Finance Authority Bond Bank Program. Pass-through revenue bond authority of $400,000,000 for Industrial Development bonds and $10,000,000 for the Beginning and Expanding Farmer Loan Program was also approved.

15. The Subcommittee approved Department of Administrative Services, Lottery Revenue Bond limit of $199,860,000. This amount provides funding for 31 projects authorized in Senate Bill 5530 and one project authorized in House Bill 2278 (2015). A complete list of Lottery Revenue Bond projects can be found in SB 5530.

16. The Subcommittee approved pass-through revenue bond authority of $1,350,000,000 for the Oregon Facilities Authority.

Other Legislative Changes

The Subcommittee approved statutory changes to ORS chapter 286A related to the administration of the state's bond programs. Amendments clarify the Department of Administrative Services' role as the bond program administrator for the Article XI-F Higher Education general obligation bond program, including specifying the department is responsible to request bonds to be issued.

The Subcommittee also approved an amendment to ORS 283.085 to authorize the use of Certificates of Participation to finance: (i) the release of all or a portion of the Elliott Forest from restrictions resulting from ownership of that forest by the common school fund, or (ii) compensation paid to the common school fund for the preservation of non-economic benefits of the forest through the imposition, transfer or sale of restrictions such as easements, use requirements or other methods that preserve non-economic benefits of the forest for the public such as recreation, aesthetics, wildlife or habitat preservation, or other environmental and quality of life considerations.

The Subcommittee approved a project scope change for the Higher Education Coordinating Commission, University of Oregon Klamath Hall Renovation, originally approved in HB 5005 (2015), to allow the use of the Article XI-Q and Article XI-G bond proceeds to renovate Klamath Hall, an academic and research building, to bring research facilities up-to-date and accommodate increased enrollment in chemistry and other sciences. The original project plan included the renovation of one floor and construction of an additional floor that would be used to house office space and classrooms displaced due to the renovation. However, due to increased construction costs, it is more cost effective to renovate the one floor as originally proposed, but use existing facilities for the displaced functions rather than adding a new floor.

Detail of projects authorized for the Higher Education Coordinating Commission through bond financing is included below.

Higher Education Coordinating Commission

HECC - Public Universities

The Subcommittee approved 17 new capital projects and reauthorized two projects approved in prior biennia for public universities to finance total project costs of $345,856,225. The projects are included in the budget for the Higher Education Coordinating Commission (HECC). The proceeds of Article XI-G and Article XI-Q bonds will be used to provide grants from HECC to the applicable public university, and the debt service on these bonds will be paid with General Fund. Each university must provide the constitutionally required match for the Article XI-G bonds before the bonds can be issued. The proceeds of Article XI-F(1) bonds will be used to provide loans from HECC to the applicable public university, and the debt service on the Article XI-F(1) bonds will be paid by HECC with Other Funds using loan repayments received from the applicable university made with university resources. The approved projects are listed below.

All Public Universities

The Subcommittee approved the following project for the seven public universities, to be allocated to each individual university by HECC:

- Capital Improvement and Renewal: approved $50,620,000 Article XI-Q general obligation bonds to finance $50,000,000 of project costs and $620,000 for costs of issuing the bonds. The capital improvement projects will address deferred maintenance, code compliance, safety issues, and Americans with Disabilities Act (ADA) accessibility improvements for campus facilities. The projects will not involve: acquisition of buildings, structures, or land; classroom or lab modernization; or improvements to auxiliary facilities, which are typically self-supporting.

Eastern Oregon University

- Loso Hall Renovation, Phase 1: approved $5,575,000 Article XI-Q general obligation bonds to finance $5,500,000 of project costs and $75,000 for costs of issuing the bonds. The project is to renovate Loso Hall and will improve or replace theater department performance and practice spaces, stages and support spaces, equipment, lighting and staging systems. The project will also make ADA accessibility improvements in theater seating and building access.

- Track and Field Facilities Restoration: approved $790,000 Article XI-F(1) general obligation bonds to finance $750,000 of project costs and $40,000 for costs of issuing the bonds. The project will include removal of the existing track and field athletic surfaces and associated asphalt and concrete underlayment and installation of a new rock base and drainage system with a permeable asphalt base surface. New permeable track and field competition athletic surfaces will be installed over the asphalt base. The project will also include a scorer's station at the track finish line, restroom facilities, and guest seating. The university expects to support loan repayments to HECC for debt service on the bonds through tuition and fee revenues.

Oregon Institute of Technology

- Center for Excellence in Engineering and Technology / Cornett Hall Renovation, Phase 2: approved $38,475,000 Article XI-Q general obligation bonds to finance $38,000,000 of project costs and $475,000 for costs of issuing the bonds and $2,050,000 Article XI-G general obligation bonds to finance $2,000,000 of project costs and $50,000 for costs of issuing the bonds. The Center for Excellence in Engineering and Technology (CEET) will feature classrooms, laboratory, office, and project spaces focused on applied research and teaching in advanced engineering, manufacturing and sustainable systems. The project will also complete the renovation, building envelope and ADA accessibility improvements to Cornett Hall. The university will provide the constitutionally required match for the Article XI-G bonds.

- Oregon Manufacturing Innovation Center (OMIC) Research and Development Facility: approved $3,940,000 Article XI-Q general obligation bonds to finance $3,875,000 of project costs and $65,000 for costs of issuing the bonds. The project is to renovate the OMIC Research and Development facility, providing industrial levels of electrical infrastructure, internal temperature controls and systems, storage and management facilities for specialty gas, manufacturing support equipment, structural modifications to support heavy equipment, testing equipment, and ADA compliance.

- Student Recreation Center: approved $5,115,000 Article XI-F(1) general obligation bonds to finance $5,000,000 of project costs and $115,000 for costs of issuing the bonds. The project will re-use existing Athletics Facilities, updating, expanding, and restoring fitness facilities on campus. The university expects to support loan repayments to HECC for debt service on the bonds through building fees assessed to all students enrolled on the Klamath Falls campus.

Oregon State University

- Cordley Hall Renovation, Phase 1: approved $15,250,000 Article XI-Q general obligation bonds to finance $15,000,000 of project costs and $250,000 for costs of issuing the bonds. The renovation project will replace mechanical and electrical systems as well as upgrade fire and life safety systems, including a fire suppression system and modern fire alarms for the approximately 236,000 GSF research building.

- Fairbanks Hall Renovation: approved $11,220,000 Article XI-Q general obligation bonds to finance $11,000,000 of project costs and $220,000 for costs of issuing the bonds. The renovation project will create critically needed space in the currently unutilized fourth floor and make the building fully accessible. The project includes improvements to the building's all-wood structure, plumbing, and ventilation systems, expansion of fire protection systems, and improved fire and life safety egress.

- Gilkey Hall Renovation: approved $1,045,000 Article XI-Q general obligation bonds to finance $1,000,000 of project costs and $45,000 for costs of issuing the bonds and $2,050,000 Article XI-G bonds to finance $2,000,000 of project costs and $50,000 for costs of issuing the bonds. The renovation project will provide a general interior space renewal for the academic directors for undergraduate studies, the

academic success center, the writing center, computer lab, and international programs. The project also includes upgrades to fire and life safety, plumbing, and HVAC systems. The university will provide the constitutionally required match for the Article XI-G bonds.

- Quality Foods and Beverage Center: approved $9,100,000 Article XI-G general obligation bonds to finance $9,000,000 of project costs and $100,000 for costs of issuing the bonds. The project is to construct a 28,500 GSF building which will include three new research and learning pilot facilities for brewing science, wine science, and dairy science. The university will provide the constitutionally required match for the Article XI-G bonds.

- Cascades Expansion – Site Reclamation: approved $9,145,000 Article XI-Q general obligation bonds to finance $9,000,000 of project costs and $145,000 for costs of issuing the bonds. The site restoration project will include partial fill and compaction of a pumice mine to bring the site to a condition ready for infrastructure development. The property, a 46-acre pumice mine site, is adjacent to the 10-acre Cascades Campus and is near downtown Bend.

<u>Portland State University</u>

- Graduate School of Education Facility: approved $9,145,000 Article XI-Q general obligation bonds to finance $9,000,000 of project costs and $145,000 for costs of issuing the bonds, $36,485,000 Article XI-G general obligation bonds to finance $36,000,000 of project costs and $485,000 for costs of issuing the bonds, and $6,080,000 Article XI-F(1) bonds to finance $6,000,000 of project costs and $80,000 for costs of issuing the bonds. The project involves construction of a new Graduate School of Education located at 4th and Montgomery Streets in Portland. The facility will be a seven to ten story mixed use building with approximately 205,000 GSF of space. The project includes acquisition of land and the design and construction of the new building, including equipment and furnishings. The project involves partnership commitments from Portland Community College, City of Portland, and Oregon Health and Sciences University. The university will use partnership contributions and other funds legally available to the university for the constitutionally required match for the Article XI-G bonds. The university expects to support loan repayments to HECC for debt service on the bonds with retail lease income.

- Corbett Building Purchase: reauthorized $5,100,000 Article XI-F(1) bonds originally authorized in 2015-17 to finance $5,031,225 of project costs and $68,775 for costs of issuing the bonds. The project is to purchase the Corbett Building, at 2828 SW Corbett Avenue in Portland, which is currently leased by PSU for its Business Accelerator program. The building is owned by the PSU Foundation through a subsidiary. The university expects to support loan repayments to HECC for debt service on the bonds through savings from lease payments that will no longer be incurred.

- Residence Hall at 12th & Market: approved $54,225,000 Article XI-F(1) general obligation bonds to finance $53,500,000 of project costs and $725,000 for costs of issuing the bonds. The project will involves construction of a new six story housing building on the corner of SW 12th and Market in Portland. The building will be approximately 144,000 GSF of space and result in 201 units and 11,000 GSF for dining services. The university expects to support loan repayments to HECC for debt service on the bonds through student housing revenue.

- Land Acquisition for University Center Building: reauthorized $10,220,000 Article XI-F(1) bonds originally authorized in 2013-15 and reauthorized in 2015-17, and authorized an additional $5,040,000 Article XI-F(1) bonds to finance $15,000,000 of project costs and $260,000 for costs of issuing the bonds. The project is to purchase land under the university-owned University Center building. The university expects to support loan repayments to HECC for debt service on the bonds through savings from lease payments that will no longer be incurred.

Southern Oregon University

- Central Hall Capital Improvements: approved $6,125,000 Article XI-Q general obligation bonds to finance $6,000,000 of project costs and $125,000 for costs of issuing the bonds. The project includes replacing the HVAC system and electrical systems, upgrading the fire alarm system to meet current code requirements, and addressing water penetration of the exterior concrete façade. The project scope also includes ADA accessibility improvements.

University of Oregon

- Campus for Accelerating Scientific Impact, Phase 1: approved $50,620,000 Article XI-G general obligation bonds to finance $50,000,000 of project costs and $620,000 for costs of issuing the bonds. The project includes construction of the initial phase of the Campus which includes new science lab facilities located north of Franklin Boulevard and other construction, improvements, or acquisitions to support the Campus. The new science lab facilities are expected to be two research structures totaling approximately 150,000 GSF and will house core shared scientific facilities as well as labs. The project is expected to include construction of a sky bridge to connect the science campus to the main campus for safe crossing of Franklin Boulevard. This is phase one of a $100 million project expected to be completed by June 2020. The university will provide the constitutionally required match for the Article XI-G bonds.

Western Oregon University

- Information Technology Center Renovation, Phase 3: approved $5,070,000 Article XI-Q bonds to finance $5,000,000 of project costs and $70,000 for costs of issuing the bonds and approved $540,000 Article XI-G bonds to finance $500,000 of project costs and $40,000 for costs of issuing the bonds. The project includes seismic improvements to the building structure and replacement of mechanical, electrical and plumbing systems. The first two floors will be remodeled to maximize function, improve access, and comply with current building codes. The university will provide the constitutionally required match for the Article XI-G bonds.

- Oregon Military Building Renovation, Phase 2: approved $7,335,000 Article XI-Q bonds to finance $7,200,000 of project costs and $135,000 for costs of issuing the bonds and approved $540,000 Article XI-G bonds to finance $500,000 of project costs and $40,000 for costs of issuing the bonds. The project includes a redesign and repurpose of the existing military training facility, located within the north perimeter of the

campus, for year-round academic program use, improve ADA accessibility throughout the facility and upgrade mechanical, electrical and plumbing systems. The university will provide the constitutionally required match for the Article XI-G bonds.

HECC - Community Colleges

The Subcommittee approved 12 new capital projects and reauthorized three capital projects approved in prior biennia for community colleges to finance total project costs of $101,397,241. The projects are included in the budget for the Higher Education Coordinating Commission (HECC). The proceeds of Article XI-G bonds will be used to provide grants from HECC to the applicable community college, and the debt service on the bonds will be paid with General Fund. Each community college must provide the constitutionally required match for the Article XI-G bonds before the bonds can be issued. Match funds may come from a variety of sources including grants, donations, partnership contributions, local bond levies, or some combination of sources. The approved projects are listed below.

- Blue Mountain Community College – Facility for Agricultural Resource Management (FARM) Phase 2: approved $5,115,000 Article XI-G bonds to finance $5,000,000 of project costs and $115,000 for costs of issuing the bonds. The project is to design and construct a new facility to support animal science programs, including veterinary assistant/technician, equine and the livestock judging and rodeo teams. The community college will provide the constitutionally required match for the Article XI-G bonds through various possible revenues.

- Chemeketa Community College – Agricultural Complex: approved $6,125,000 Article XI-G bonds to finance $6,000,000 of project costs and $125,000 for costs of issuing the bonds. The project is to construct a new agricultural complex on the main Salem campus. The complex will include a classroom and office building, storage space, a greenhouse, hoop houses, learning and research gardens, and an incubator farm. The community college will provide the constitutionally required match for the Article XI-G bonds with their Capital Development Reserve Funds.

- Clackamas Community College – DeJardin Building Addition: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The project is to construct an 18,500 sq. ft. addition to the DeJardin building to house state-of-the-art science laboratories for chemistry, biology, and microbiology along with informal learning space lab support/shared preparation space for staff efficiency and general purpose classroom. The project scope also includes renovation and repurpose of approximately 20,000 sq. ft. of lab space in Pauling, which will be vacated after the DeJardin addition is complete, to support other STEM programs such as engineering. The community college will provide the constitutionally required match for the Article XI-G bonds with funds from 2017 tax supported bonds approved by voters in 2014.

- Clackamas Community College – Student Services and Community Commons: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The project includes replacement of the current community center with a new building that will provide approximately 54,500 sq. ft., doubling the current square footage for programs and services. The Student Services and Community Commons will house community common event space; multi-purpose meetings rooms and classrooms; informal learning and study lounges; student support services offices; student government and student organizations offices; and consolidation of the

bookstore and dining facilities. The community college will provide the constitutionally required match for the Article XI-G bonds with funds from 2017 tax supported bonds approved by voters in 2014.

- Clatsop Community College - Marine Science Center Renovation and Expansion: approved $8,135,000 in Article XI-G bonds to finance $7,996,994 of projects costs and $138,006 for costs of issuing the bonds. The project is to renovate and expand the Marine Science Center building on the Marine and Environmental Research Training Station (MERTS) campus, including the addition of a second floor, labs, and expanded faculty and support space. The project scope also includes updated infrastructure throughout and in support of the new building and programs space. The community college will provide the constitutionally required match for the Article XI-G bonds through various funding options, including bonds and a capital campaign.

- Columbia Gorge Community College – Middle College Prototype Facility: reauthorized $7,400,000 in Article XI-G bonds to finance $7,320,000 of project costs and $80,000 for costs of issuing the bonds. This project was approved as a scope change in HB 5202 (2016) to the originally approved Advanced Technology Center project, which was authorized in SB 5507 (2013) and reauthorized in HB 5005 (2015). The project is to construct a Middle College Prototype facility to be used by the college and the North Wasco School District to focus on grades 11 through 14 and the transition between high school and post-secondary education. The project involves: a Treaty Oak Regional Skills Center, which will include a high-bay skills center, portable equipment stations, CTE training and business incubator; equipment bay for the fire science training program; fitness facilities and a track/soccer field; and on-campus workforce housing for CGCC enrollees, Mid-Col. Fire & Rescue District response personnel and trainees. The community college will provide the constitutionally required match for the Article XI-G bonds through a combination of direct private and public investment.

- Lane Community College – Health Care Village Facility: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The project is to construct a new facility on the main campus for the dental clinic, dental lab, medical office assistant, faculty offices, and support spaces. This facility is expected to provide sufficient space for program consolidation, sterilization, student workspace, and modern equipment/technology for the dental programs. The community college will to provide the constitutionally required match for the Article XI-G bonds through a local bond levy and/or private fundraising.

- Linn-Benton Community College – Student Advising and Campus Safety Center: approved $7,635,000 Article XI-G bonds to finance $7,500,000 of project costs and $135,000 for costs of issuing the bonds. The project involves renovation of the student affairs and campus safety spaces, including creation of a new Student Advising Center and expanding space for public safety and disability services. This project also includes renovation of the career technical center and classroom space. The community college will provide the constitutionally required match for the Article XI-G bonds with proceeds from a 2014 bond issuance.

- Mt. Hood Community College – Maywood Park Center: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The project is to construct a new 60,000 sq. ft. building, the Maywood Park Center, to replace the current Maywood Park building. The new facility will provide space for classrooms, student services, workforce support, administration,

community meetings, and building support space. The building will house the college's western district workforce training, certificate and degree programs. The community college will provide the constitutionally required match for the Article XI-G bonds through various possible revenue sources which may include grants, donations, partnership contributions, a local bond levy, or some combination of sources.

- Oregon Coast Community College – Workforce Education and Resiliency Center: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The project is to construct a new 30,000 sq. ft., two story building to provide space for workforce development academic programs, student study areas, as well as administrative and faculty offices. The community college will provide the constitutionally required match for the Article XI-G bonds through various revenues, including a local bond levy and a capital construction campaign.

- Portland Community College – Health Technology Building Renovation: approved $8,140,000 Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. The renovation project is to demolish the 55,800 sq. ft. interior space, reconstruct instructional spaces, replace restroom fixtures and locker rooms, incorporate seismic standards, and replace non code compliant mechanical, electrical and plumbing systems. The community college will provide the constitutionally required match for the Article XI-G bonds with proceeds from a 2008 bond levy and a 2017 bond levy (if approved).

- Rogue Community College – Elk Building Science Facility Renovation and Expansion: approved $6,125,000 Article XI-G bonds to finance $6,000,000 of project costs and $125,000 for costs of issuing the bonds. The project includes renovation of the existing 10,086 sq. ft. Elk Building science facility and adding 16,000 sq. ft. of space to provide the nursing and allied health programs with a more modern science facility. The project will increase instructional capacity, redesign lab spaces, and expand infrastructure to meet current and future academic needs. The community college will provide the constitutionally required match for the Article XI-G bonds with proceeds from a May 2016 bond.

- Southwestern Oregon Community College – Dellwood Hall Remodel and Expansion: approved $2,805,000 Article XI-G bonds to finance $2,749,997 of project costs and $55,003 for costs of issuing the bonds. The project is to remodel Dellwood Hall including construction of a 12,100 sq. ft. second floor onto the existing one story building. The project will integrate all student services into one building to create a comprehensive Student Services Center. The community college will provide the constitutionally required match for the Article XI-G bonds with private funds, grants, and possibly a bond levy.

- Treasure Valley Community College – Workforce Vocational Center: reauthorized $2,865,000 in Article XI-G bonds to finance $2,830,250 of project costs and $34,750 for costs of issuing the bonds. This project was originally approved in SB 5507 (2013) and was reauthorized in HB 5005 (2015). The project involves 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. The community college will provide the constitutionally required match for the Article XI-G bonds with grants, fundraising, and/or a district bond levy.

- Umpqua Community College – Industrial Technology Building: reauthorized $8,140,000 in Article XI-G bonds to finance $8,000,000 of project costs and $140,000 for costs of issuing the bonds. This project was originally approved in SB 5507 (2013) and was reauthorized in HB 5005 (2015). The project is to construct a new two-story, 68,000 sq. ft. building that will bring together automotive, welding/fabrication, and manufacturing programs into one facility. The project includes a 20-bay automotive service shop, tools room, auto classroom, lab, small lobby, and four faculty offices. The community college will provide the constitutionally required match for the Article XI-G bonds with a bond levy and/or fundraising.

Senate Bill 5505, SECTIONS 1 - 3.

Program Designation	2015-17 Legislatively Approved	2017-19 Governor's Budget	2017-19 Committee Recommendations	Changes from Governor's Budget
GENERAL OBLIGATION BONDS				
General Fund Obligations				
Higher Education Coordinating Comm. - PU (Art. XI-G)	$ 92,450,000	$ 121,690,000	$ 101,385,000	$ (20,305,000)
Higher Education Coordinating Comm. - CC (Art. XI-G)	$ 58,401,600	$ 102,795,250	$ 103,185,000	$ 389,750
Oregon Health and Science University (Art. XI-G)	$ 200,035,000	$ -	$ -	$ -
Dept of Environmental Quality (Art. XI-H)	$ -	$ 10,300,000	$ 10,300,000	$ -
Oregon Business Development Dept. (Art. XI-M)	$ 176,870,000	$ 161,680,000	$ 101,180,000	$ (60,500,000)
Oregon Business Development Dept. (Art. XI-N)	$ 30,440,000	$ 40,580,000	$ 20,430,000	$ (20,150,000)
Oregon Department of Education (Art. XI-P)	$ 126,210,000	$ 120,065,000	$ 100,985,000	$ (19,080,000)
Department of Administrative Services (Art. XI-Q)	$ 433,460,000	$ 411,752,389	$ 563,839,225	$ 152,086,836
Oregon Department of Transportation (Art. XI, Sec. 7)	$ 35,475,000	$ -	$ -	$ -
Dedicated Fund Obligations				
Department of Veterans' Affairs (Art. XI-A)	$ 100,000,000	$ 120,000,000	$ 120,000,000	$ -
Higher Education Coordinating Comm. (Art. XI-F(1))	$ 74,225,000	$ 81,470,000	$ 86,570,000	$ 5,100,000
Dept of Environmental Quality (Art. XI-H)	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ -
Water Resources Department (Art. XI-I(1))	$ 30,520,000	$ -	$ -	$ -
Housing and Community Services Dept (Art. XI-I(2))	$ 25,000,000	$ 25,000,000	$ 25,000,000	$ -
Department of Energy/OBDD (Art. XI-J)	$ 25,000,000	$ -	$ -	$ -
Department of Administrative Services (Art. XI-Q)	$ 17,275,000	$ 2,607,611	$ 14,435,775	$ 11,828,164
Total General Obligation Bonds	**$ 1,435,361,600**	**$ 1,207,940,250**	**$ 1,257,310,000**	**$ 49,369,750**
REVENUE BONDS				
Direct Revenue Bonds				
Housing and Community Services Department	$ 300,000,000	$ 300,000,000	$ 300,000,000	$ -
Department of Transportation				
Highway User Tax	$ 393,160,000	$ -	$ -	$ -
Oregon Business Development Department	$ 30,000,000	$ 30,000,000	$ 30,000,000	$ -
Department of Administrative Services				
Lottery Revenue Bonds	$ 213,125,000	$ 219,915,000	$ 199,860,000	$ (20,055,000)
Total Direct Revenue Bonds	**$ 936,285,000**	**$ 549,915,000**	**$ 529,860,000**	**$ (20,055,000)**

Pass Through Revenue Bonds				
Oregon Business Development Department				
Industrial Development Bonds	$ 200,000,000	$ 400,000,000	$ 400,000,000	$ -
Beginning and Expanding Farmer Loan Program	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ -
Oregon Facilities Authority	$ 950,000,000	$ 1,350,000,000	$ 1,350,000,000	$ -
Housing and Community Services Department	$ 250,000,000	$ 250,000,000	$ 325,000,000	$ 75,000,000
Total Pass Through Revenue Bonds	**$ 1,410,000,000**	**$ 2,010,000,000**	**$ 2,085,000,000**	**$ 75,000,000**
Total Revenue Bonds	**$ 2,346,285,000**	**$ 2,559,915,000**	**$ 2,614,860,000**	**$ 54,945,000**

OTHER FINANCING AGREEMENTS

Department of Administrative Services	**$ 46,500,000**	**$ 10,000,000**	**$ 110,985,000**	**$ 100,985,000**

Senate Bill 5505, SECTION 4
Private Activity Bond Allocation for Calendar Years 2018 and 2019

	2015-17 Legislatively Approved Budget		**2017-19 Committee Recommendations**	
Allocation For:	2016 Calendar Year	2017 Calendar Year	2018 Calendar Year	2019 Calendar Year
Oregon Business Development Department, Industrial Development Bonds	$ 40,000,000	$ 40,000,000	$ 40,000,000	$ 40,000,000
Oregon Business Development Department, Beginning and Expanding Farmer Loan Program	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ 5,000,000
Oregon Housing & Community Services Department	$ 125,000,000	$ 125,000,000	$ 125,000,000	$ 125,000,000
State Department of Energy	$ 5,000,000	$ 5,000,000	$ -	$ -
Private Activity Bond Committee	$ 222,023,900	$ 222,023,900	$ 239,346,500	$ 239,346,500
Totals	$ 397,023,900	$ 397,023,900	$ 409,346,500	$ 409,346,500

Enrolled
Senate Bill 5506

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 Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to state financial administration; creating new provisions; amending sections 1 and 2, chapter 808, Oregon Laws 2015; and declaring an emergency.

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

SECTION 1. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2017, 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 state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1)	**Oregon Department of Administrative Services:**	
(a)	**Mission Critical Facility Yellow Lot Building**	**$ 4,579,431**
(b)	**Department of Human Services Building Upgrades**	**$ 3,743,000**
(c)	**Employment Building Upgrades**	**$ 6,236,000**
(d)	**Electrical Upgrades and Replacements**	**$ 3,890,000**
(e)	**Capitol Mall Parking Structure Study and Upgrades**	**$ 2,926,000**
(f)	**Planning**	**$ 500,000**
(g)	**Boiler and Heating Upgrades**	**$ 1,234,000**
(h)	**Portland Crime Lab Upgrade**	**$ 1,162,000**
(i)	**Parking Lot Upgrades**	**$ 3,500,000**
(j)	**Portland State Office Building Renovation**	**$ 13,146,000**
(k)	**State Data Center Power Upgrades**	**$ 11,000,000**

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(L)	**Elected Official Staff Relocation**	**$**	**6,300,000**
(2)	**Oregon Military Department:**		
(a)	**Regional Armory Emergency Enhancement**	**$**	**8,534,400**
(b)	**Grants Pass Armory Service Life Extension**	**$**	**3,270,356**
(c)	**Future Readiness Center Sites**	**$**	**1,730,000**
(3)	**Oregon Youth Authority:**		
(a)	**Capital Improvements**	**$**	**17,168,249**
(b)	**MacLaren 7 West Cottages Renovation**	**$**	**21,177,200**
(c)	**Rogue Valley Facility Improvements**	**$**	**10,973,465**
(4)	**Department of Corrections:**		
(a)	**Capital Improvements and Renewal**	**$**	**26,293,534**
(b)	**Technology Infrastructure**	**$**	**12,200,000**
(5)	**Department of Veterans' Affairs:**		
(a)	**Roseburg Veterans' Home**	**$**	**10,500,000**
(b)	**Oregon Veterans' Home Capital Improvements**	**$**	**2,450,000**
(6)	**Department of Transportation, Toledo Maintenance Station Phase 1**	**$**	**6,300,000**
(7)	**Oregon Department of Aviation:**		
(a)	**Bandon Electrical, Gate, Obstruction Removal**	**$**	**192,500**
(b)	**McDermitt State Airport Runway and Taxi**	**$**	**120,000**
(c)	**Chiloquin Taxi and Fencing**	**$**	**110,000**
(d)	**Lebanon Taxi and Apron Rehabilitation**	**$**	**110,000**
(8)	**State Department of Fish and Wildlife, Deferred Maintenance**	**$**	**10,000,000**
(9)	**State Forestry Department, Toledo Facility Replacement**	**$**	**3,832,965**
(10)	**Housing and Community Services Department, Family Affordable Housing**	**$**	**80,000,000**
(11)	**Department of Education, Oregon School for the Deaf Facility Improvements**	**$**	**4,297,558**
(12)	**Legislative Administration Committee, Capitol Accessibility Maintenance and Safety**	**$**	**13,720,642**
(13)	**Oregon Judicial Department:**		
(a)	**Multnomah County Courthouse Furnishings and Equipment**	**$**	**8,900,000**

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(b) Oregon Supreme Court Building Renovation..... $ 6,000,000

SECTION 2. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2017, as the maximum limits for the expenditure of federal funds collected or received by the Oregon Department of Aviation, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1) Bandon Electrical, Gate, Obstruction Removal ..... $ 1,732,500

(2) McDermitt State Airport Runway and Taxi ..... $ 1,080,000

(3) Chiloquin Taxi and Fencing ..... $ 990,000

(4) Lebanon Taxi and Apron Rehabilitation..... $ 990,000

SECTION 3. Notwithstanding any other law limiting expenditures, the amount of $330,825,000 is established for a six-year period beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Higher Education Coordinating Commission, for expenditures of proceeds from state bonds issued for the benefit of a public university, pursuant to agreements between the commission and a public university.

SECTION 4. Notwithstanding any other law limiting expenditures, the amount of $101,397,241 is established for a six-year period beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Higher Education Coordinating Commission, for expenditures of proceeds from state bonds issued for the benefit of a community college, pursuant to agreements between the commission and a community college.

SECTION 5. The project approvals and expenditure limitations in sections 1, 2, 3 and 4 of this 2017 Act and the expenditure limitations established by the Emergency Board during the biennium beginning July 1, 2017, for capital construction or acquistion projects, expire on June 30, 2023, unless otherwise noted.

SECTION 6. The expiration dates of the project approvals and expenditure limitations authorized by the Legislative Assembly for the following projects are extended to the following dates:

(1) Oregon Department of Administrative Services:

(a) Department of Environmental Quality and Public Health Laboratory Roof Replacement (other funds) (May 25, 2016, Emergency Board, Item No. 62)..... June 30, 2018

(b) Capital and Tenant Improvements for 550 Building (other funds) (May 25, 2016, Emergency Board, Item No. 62) ..... June 30, 2018

(2) Higher Education Coordinating Commission:

(a) Lane Community College

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Science, Technology, Engineering and Math Classrooms and Labs (other funds) (section 11 (8), chapter 79, Oregon Laws 2012, as amended by section 12, chapter 66, Oregon Laws 2016) . June 30, 2018

(b) Rogue Community College Manufacturing and Fabrication Flex Lab (other funds) (section 11 (13), chapter 79, Oregon Laws 2012, as amended by section 12, chapter 66, Oregon Laws 2016) ..... June 30, 2018

(c) Umpqua Community College Roseburg Regional Health Occupations Training Center (other funds) (section 7 (9), chapter 904, Oregon Laws 2009, and section 7, chapter 727, Oregon Laws 2013) ..... June 30, 2018

(d) Portland Community College Health Professions Center (other funds) (section 6 (11), chapter 727, Oregon Laws 2013) ..... June 30, 2021

(3) State Department of Fish and Wildlife, Ruby Pipeline (other funds) (section 1 (4)(a), chapter 615, Oregon Laws 2011) ..... June 30, 2019

(4) Oregon Military Department:

(a) The Dalles Readiness Center (other funds) (section 1 (3)(a), chapter 615, Oregon Laws 2011) ..... June 30, 2018

(b) The Dalles Readiness Center (federal funds) (section 2 (2), chapter 615, Oregon Laws 2011) ..... June 30, 2018

(5) Department of Transportation:

(a) Salem Baggage Depot Renovations (other funds) (May 30, 2014, Emergency Board, Item No. 41) ..... June 30, 2019

(b) Salem Baggage Depot Renovations (federal funds) (May 30, 2014, Emergency Board, Item No. 41) ..... June 30, 2019

SECTION 7. Notwithstanding any other law limiting expenditures, and in lieu of the limitation on expenditures established at the May 2014 Emergency Board meeting (Item No. 41), the amount of $373,324 is established for a six-year period beginning July 1, 2013, as the maximum limit for payment of expenses for renovating the Salem Baggage Depot from fees,

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moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Department of Transportation.

SECTION 8. Notwithstanding any other law limiting expenditures, and in lieu of the limitation on expenditures established at the May 2014 Emergency Board meeting (Item No. 41), the amount of $2,415,824 is established for a six-year period beginning July 1, 2013, as the maximum limit for payment of expenses for renovating the Salem Baggage Depot from federal funds collected or received by the Department of Transportation.

SECTION 9. Notwithstanding any other law limiting expenditures, and in lieu of the limitation on expenditures established at the May 2016 Emergency Board meeting (Item No. 62), the amount of $5,400,000 is established for a six-year period beginning July 1, 2015, as the maximum limit for payment of expenses for capital and tenant improvements at the 550 Building from fees, moneys or other revenues, including Miscellaneous Receipts, but excluding lottery funds and federal funds, collected or received by the Oregon Department of Administrative Services.

SECTION 10. Section 1, chapter 808, Oregon Laws 2015, as amended by section 1, chapter 67, Oregon Laws 2016, is amended to read:

Sec. 1. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2015, 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 state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1)	Oregon Department of Administrative Services:	
(a)	North Campus Demolition and Site Improvement	$ 8,300,000
(b)	Department of Environmental Quality Public Health Lab Emergency Generator Upgrade	$ 2,926,140
(c)	Employment Building Upgrades	$ 2,217,398
(d)	Electrical Upgrades/ Replacements	$ 2,089,795
(e)	Department of Human Services Building, Cooling Tower Replacement	$ 1,701,702
(f)	Executive Building Elevator Upgrades	$ 875,461
(g)	Executive Building Fire Sprinkler	$ 89,322
(h)	Planning	$ 350,000
(i)	Capital Investments/ Acquisitions	$ 17,000,000
(j)	Executive Building Central Stairway Upgrade	$ 377,443
(k)	Oregon State Fair Capital Repairs and Deferred Maintenance	$ 2,500,000
(2)	Oregon Military Department:	
(a)	New Headquarters Facilities	$ 6,700,000
(b)	Youth Challenge Armory	$ 4,977,000
(c)	Planning and Predesign	$ 136,281

(d)	Oregon Military Museum	$	725,963
(e)	Regional Training Institute	$	11,500,000
(3)	Oregon Youth Authority:		
(a)	Rogue Valley Facility Improvements	$	9,880,000
(b)	MacLaren Facility Improvements	$	30,934,000
(c)	CCTV Cameras	$	1,147,435
(d)	Deferred Maintenance and Capital Improvements	$	7,058,000
(4)	Department of Corrections, Deferred Maintenance	$	14,220,432
(5)	Housing and Community Services Department, Family Affordable Housing	$	40,000,000
(6)	Department of Transportation:		
(a)	South Coast Maintenance Station	$	4,500,000
(b)	Meacham Maintenance Station	$	7,500,000
(c)	Maintenance Facilities Colocation	$	1
(d)	Highway Improvement Projects	$	35,000,000
(7)	Oregon Department of Aviation:		
(a)	Condon State Airport, Renovations	$	226,111
(b)	McDermitt State Airport, Rehabilitation	$	201,667
(c)	Aurora State Airport, Apron/ Taxiway and Taxilane Project	$	130,000
(8)	Department of Veterans' Affairs, The Dalles Veterans'		
	[*Home Renovation*	*$*	*1,510,547*]
	Home Renovation	**$**	**2,475,976**
(9)	State Department of Fish and Wildlife:		
(a)	Cedar Creek Hatchery and Fish Passage Improvements	$	2,000,000
(b)	Lower Deschutes River Ranch Acquisition	$	227,269
(10)	Legislative Administration Committee, State Capitol Capital Repairs and Improvements	$	30,000,000

SECTION 11. Section 2, chapter 808, Oregon Laws 2015, as amended by section 1, chapter 67, Oregon Laws 2016, is amended to read:

Sec. 2. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2015, as the maximum limits for the expenditure of federal funds collected or received by the state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1) Oregon Military Department:

(a)	Planning and Predesign	$	140,770
(b)	New Headquarters Facilities	$	18,463,000
(c)	Medford Armory	$	2,884,448
(d)	Baker City Readiness Center	$	750,000
(e)	Sharff Hall/Maison Armory	$	2,051,033
(2)	State Department of Fish and Wildlife:		
(a)	Willamette Falls Fishway Repair	$	1,000,000
(b)	Lower Deschutes River Ranch Acquisition	$	1,323,750
(c)	Clackamas Hatchery Intake System	$	450,000
(3)	Oregon Department of Aviation:		
(a)	Condon State Airport, Renovations	$	2,035,000
(b)	McDermitt State Airport, Rehabilitation	$	1,815,000
(c)	Aurora State Airport, Apron/ Taxiway and Taxilane Project	$	1,170,000
(4)	Department of Veterans' Affairs, The Dalles Veterans'		
	[*Home Renovation*	*$*	*2,805,303*]
	Home Renovation	**$**	**3,302,891**

SECTION 12. The Legislative Assembly approves the proposal of the Oregon Military Department, submitted in accordance with ORS 396.515 (4), for the sale of the Burns Armory and 40 acres of land in La Grande, Oregon.

SECTION 13. This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect on July 1, 2017.

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Passed by Senate July 6, 2017

.....
Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House July 7, 2017

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

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SB 5506 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Girod

Joint Committee On Ways and Means

Action Date:	07/03/17
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	11 - DeBoer, Devlin, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, Roblan, Steiner Hayward, Winters
Nays:	1 - Thomsen
House Vote	
Yeas:	8 - Gomberg, Holvey, Huffman, McLane, Nathanson, Rayfield, Smith Warner, Williamson
Exc:	3 - Smith G, Stark, Whisnant
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Capital Construction – Various Agencies
2017-19

Capital Construction – Department of Administrative Services
2015-17

Capital Construction – Department of Veterans' Affairs
2015-17

Capital Construction – Department of Transportation
2013-15

Budget Summary

	2015-17 Legislatively Approved Budget[1]	2017-19 Committee Recommendation	Committee Change from 2015-17 Leg. Approved	
			$ Change	% Change
Other Funds Capital Construction	$ 579,755,952	$ 738,319,541	$ 158,563,589	27.4%
Federal Funds Capital Construction	$ 34,888,304	$ 4,792,500	$ (30,095,804)	-86.3%
Total	$ 614,644,256	$ 743,112,041	$ 128,467,785	20.9%
2015-17 Supplemental Expenditure Limitation Adjustments				
Department of Administrative Services				
Capital and Tenant Improvements for 550 Building (Other Funds)		$ 1,400,000	$ 1,400,000	
Oregon Department of Veterans' Affairs				
The Dalles Veterans' Home Renovation (Other Funds)		$ 965,429	$ 965,429	
The Dalles Veterans' Home Renovation (Federal Funds)		$ 497,588	$ 497,588	
2013-15 Supplemental Expenditure Limitation Adjustments				
Department of Transportation				
Salem Baggage Depot Renovation (Other Funds)		$ 94,483	$ 94,483	
Salem Baggage Depot Renovation (Federal Funds)		$ 825,517	$ 825,517	

[1] Includes adjustments through December 2016

Revenue Summary

Other Fund revenues include proceeds from the issuance of general obligation bonds authorized under Article XI-Q, XI-G, and XI-F (1) of Oregon's Constitution, 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, reserves of the Veterans' Home Program, Oregon Military Department Capital Construction Account (surplus property sale proceeds), aircraft registration fees assessed in accordance with ORS 837.040 and 837.045, donations, and state gasoline tax and driver and vehicle related fees. Federal Funds revenues are from the U.S. Department of Veterans' Affairs construction grant program, the Federal Transit Administration grant program, the Federal Aviation Administration's General Aviation Entitlement Program, and the Federal Airport Improvement Program.

Summary of Capital Construction Subcommittee Action

SB 5506 provides six-year expenditure limitation for capital construction projects. Projects in excess of $1.0 million for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing, and equipping of building and facilities are categorized as capital construction projects. In addition, SB 5506 extends the six-year expiration dates and expenditure limitations for specified projects.

Oregon Department of Administrative Services

Mission Critical Facility Yellow Lot Building: $4,579,431 Other Funds (Capital Projects Fund) is approved for planning for a seismically resilient facility to be located on the yellow lot to protect critical state government operations in the event of an earthquake.

Department of Human Services Building Upgrades: $3,743,000 Other Funds (Capital Projects Fund) is approved to upgrade the electrical and plumbing systems, replace lights with LED's and new controls, and replace water heaters.

Employment Building Upgrades: $6,236,000 Other Funds (Capital Projects Fund) is approved to upgrade the electrical system, roof and restrooms and replace the plumbing, flooring, chillers, cooling tower, and air conditioning units.

Electrical Upgrades and Replacements: $3,890,000 Other Funds (Capital Projects Fund) is approved to upgrade electrical panels, increase electrical capacity, and replace lights with LED's and new controls in several state buildings.

Capitol Mall Parking Structure Study and Upgrades: $2,926,000 Other Funds (Capital Projects Fund) is approved for a study, replacing the membrane on the parking structure roof, an engineering assessment, and renovation of concrete spalling and rebar damage.

Planning: $500,000 Other Funds (Capital Projects Fund) is approved to contract with various architects, engineers, and other specialists to develop feasibility analysis and reliable cost information; to prepare preliminary design for small to medium-sized projects; and to evaluate options to address maintenance problems.

Boiler and Heating Upgrades: $1,234,000 Other Funds (Capital Projects Fund) is approved to replace and upgrade hot water heaters and boilers in several state buildings.

Portland Crime Lab Upgrade: $1,162,000 Other Funds (Capital Projects Fund) is approved to upgrade the chiller, pumps, and cooling tower to increase the cooling HVAC systems capacity.

Parking Lot Upgrades: $3,500,000 Other Funds (Capital Projects Fund) is approved to install EV charging stations and perform surface replacement and upgrades in multiple state-owned parking lots.

Portland State Office Building Renovation: $13,146,000 Other Funds (Article XI-Q Bonds) is approved to renovate the building exterior, including replacement of the windows and roof; upgrade security, electrical and HVAC systems; painting; and renovating restrooms.

State Data Center Power Upgrades: $11,000,000 Other Funds (State Information Technology Operating Fund) is approved to upgrade power and increase capacity of the data center.

Elected Official Staff Relocation: $6,300,000 Other Funds (Capital Projects Fund) is approved to renovate the historic State Library building for relocation of the Office of the Governor's staff from the Oregon State Capitol. The work is scheduled to occur in three phases beginning in July 2017.

Capital and Tenant Improvements for 550 Building: $1,400,000 Other Funds (Capital Projects Fund) is approved as an increase to the 2015-17 capital construction limitation for capital and tenant improvements that exceed the $4,000,000 established for the project by the May 2016 Emergency Board.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for Department of Environmental Quality and Public Health Laboratory Roof Replacement (Other Funds) to June 30, 2018 and Capital and Tenant Improvements for 550 Building (Other Funds) to June 30, 2018.

Oregon Military Department

Regional Armory Emergency Enhancement: $8,534,400 Other Funds (Article XI-Q Bonds) is approved for making structural improvements to bring the following three facilities to essential facility standards for seismic events: Coos Bay Armory, Newport Armory, and the Anderson Readiness Center in Salem. The project includes seismic structural upgrades, backup power and water systems, and emergency equipment and fuel storage for the three facilities.

Grants Pass Armory Service Life Extension: $3,270,356 Other Funds (Article XI-Q Bonds) is approved for a service life extension project to renovate the facility. The project is for design and construction of additions and alterations to the Grants Pass Armory to bring the building into conformance with current building code. The project will upgrade mechanical, electrical and plumbing systems; remodel the existing classrooms, administrative space, latrines and showers, equipment storage areas, kitchen, and assembly hall areas; replace failed paving areas; and replace existing site lighting, landscaping and fencing.

Future Readiness Center Sites: $1,730,000 Other Funds (Capital Construction Account) is approved for the purchase of two parcels of land necessary to construct two new Readiness Centers as replacements for the Hillsboro and Redmond Armories. One property is located in Washington County and the other is located in Deschutes County.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for The Dalles Readiness Center (Other Funds) to June 30, 2018 and The Dalles Readiness Center (Federal Funds) to June 30, 2018.

The Subcommittee also approved the proposal from the Oregon Military Department, as required by ORS 396.515 (4), for the sale of the Burns Armory and 40 acres of land in La Grande.

Oregon Youth Authority

Capital Improvements: $17,168,249 Other Funds (Article XI-Q Bonds) is approved for capital improvements to permanent structures and fixtures to address needs identified by the Facility Condition Assessment completed on the department's facilities.

MacLaren West 7 Cottages Renovation: $21,177,200 Other Funds (Article XI-Q Bonds) is approved for capital improvements to renovate and remodel seven living units on the west side of the campus at MacLaren Youth Correctional Facility. Article XI-Q bonds have been approved in SB 5505 to finance Phase 1 of this project with $15,177,200 of bond proceeds in 2017-19.

Rogue Valley Facility Improvements: $10,973,465 Other Funds (Article XI-Q Bonds) is approved for capital improvements to renovate and remodel four living units at the Rogue Valley Youth Correctional Facility. Article XI-Q bonds have been approved in SB 5505 to finance Phase 1 of this project with $6,973,465 of bond proceeds in 2017-19.

Department of Corrections

Capital Improvements and Renewal: $26,293,534 Other Funds (Article XI-Q bonds) is approved to make improvements in several facilities including roofs, HVAC, surveillance, and infrastructure improvements to address needs identified in the Facility Condition Assessment completed on the department's facilities.

Technology Infrastructure: $12,200,000 Other Funds (Article XI-Q bonds) is approved for the VOIP Telephony Upgrade and Install project to upgrade and install technology infrastructure that will support a voice-over-internet protocol telephone system.

Oregon Department of Veterans' Affairs

Roseburg Veterans' Home: $10,500,000 Other Funds (Article XI-Q Bonds) is approved to build a new Veterans' home in Roseburg.

Oregon Veterans' Home Capital Improvements: $2,450,000 Other Funds (Article XI-Q Bonds) is approved to fund the following two projects: The Dalles Veterans' Home Capital Improvements: $1,150,000 Other Funds is approved for construction of a new educational building and daycare building, upgrades to wireless and security infrastructure, and phone system replacement; and Lebanon Veterans' Home Parking Lot: $1,300,000 Other Funds is approved to build a new parking lot at the veteran's home in Lebanon.

The Dalles Veterans' Home Renovation: $497,588 Federal Funds (U.S. Department of Veterans' Affairs construction grant) and $965,429 Other Funds (Veterans' Home Program reserves) are approved as increases to 2015-17 capital construction limitation for major renovations to the state veterans' home located in The Dalles. Federal Funds capital construction limitation is increased from $2,805,303 to $3,302,891 and Other Funds capital construction limitation is increased from $1,510,547 to $2,475,976 to accommodate higher construction costs.

Department of Transportation

Toledo Maintenance Station Phase I: $6,300,000 Other Funds (fee revenue) is approved to fund Phase 1 of the project for a new maintenance station in the Toledo area to replace the Ona Beach maintenance station. Phase 1 includes land acquisition, site preparation, design, and construction of buildings that will be shared by the Oregon Department of Forestry.

Salem Baggage Depot Renovation: $94,483 Other Funds (donation) and $825,517 Federal Funds (Federal Transit Administration grant) are approved as increases to 2013-15 capital construction limitations established by the May 2014 Emergency Board for renovations to the Salem Baggage Depot. Other Funds capital construction limitation is increased from $278,841 to $373,324 and Federal Funds capital construction limitation is increased from $1,590,307 to $2,415,824.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the Salem Baggage Depot Renovations (Other Funds) to June 30, 2019 and the Salem Baggage Depot Renovations (Federal Funds) to June 30, 2019.

Department of Aviation

Bandon Electrical, Gate, Obstruction Removal: $1,732,500 Federal Funds (Federal Aviation Administration) and $192,500 Other Funds (aircraft registration fees) is approved to conduct renovations at the Bandon State Airport. This project includes removing trees on both ends of the runway that have encroached upon the approach slope, replacing the precision approach indicators and the medium intensity runway lights, and installing a vehicle automated gate for safety.

McDermitt State Airport Runway and Taxi: $1,080,000 Federal Funds (Federal Aviation Administration) and $120,000 Other Funds (aircraft registration fees) is approved to conduct rehabilitation at the McDermitt State Airport. This project includes rehabilitating the runway and replacing lighting and the beacon tower, which are needed to meet federal standards for safe operating conditions. The project also includes pavement work for the taxiways, apron and the safety area as well as adding an edge drain system and new lighted signs.

Chiloquin Taxi and Fencing: $990,000 Federal Funds (Federal Aviation Administration) and $110,000 Other Funds (aircraft registration fees) is approved to conduct rehabilitation at the Chiloquin State Airport. This project includes rehabilitation of the taxiway and installation of a complete perimeter fence, which are needed to meet federal standards for safe operating conditions.

Lebanon Taxi and Apron Rehabilitation: $990,000 Federal Funds (Federal Aviation Administration) and $110,000 Other Funds (aircraft registration fees) is approved to conduct rehabilitation at the Lebanon State Airport. This project includes rehabilitation of the taxiway and apron, which are needed to meet federal standards for safe operating conditions.

Oregon Department of Fish and Wildlife

Deferred Maintenance: $10,000,000 Other Funds (Article XI-Q bonds) is approved to make capital improvements to address deferred maintenance or replacement of multiple facilities, including hatcheries.

The Subcommittee approved the extension of the project expiration date and expenditure limitation for the Ruby Pipeline (Other Funds) to June 30, 2019.

Oregon Department of Forestry

Toledo Facility Replacement: $3,832,965 Other Funds (Article XI-Q bonds) is approved to replace the Unit Office Facilities Compound located in Toledo and relocate it to a more centrally located area that will be outside of the mapped tsunami inundation zone, a project which is expected to be part of a larger co-locate project with the Oregon Department of Transportation. Article XI-Q bonds have been approved in SB 5505 to finance a portion of this project with $1,800,000 of bond proceeds in 2017-19.

Oregon Housing and Community Services

Family Affordable Housing: $80,000,000 Other Funds (Article XI-Q Bonds) is approved to acquire, construct, remodel, equip or furnish real property in which the department will take either an ownership or operational interest to provide affordable housing for low-income Oregonians, as well as citizens in historically underserved communities and communities of color. This may include providing zero percent loans to eligible applicants through the Local Innovation and Fast Track (LIFT) Housing Program.

Oregon Department of Education

Oregon School for the Deaf Facility Improvements: $4,297,558 Other Funds (Article XI-Q bonds) is approved for capital improvements to the Oregon School for the Deaf facility which includes roof replacements at six campus buildings and ADA compliance to address accessibility of campus restrooms in eight facilities.

Legislative Administration Committee

Capitol Accessibility, Maintenance, and Safety: $13,720,642 Other Funds (Article XI-Q bonds) is approved to finance capital improvements to the State Capitol Building.

Oregon Judicial Department

Multnomah County Courthouse Furnishings and Equipment: $8,900,000 Other Funds (Article XI-Q bonds) is approved to acquire equipment and furnishings for the Multnomah County Courthouse.

Oregon Supreme Court Building Renovation: $6,000,000 Other Funds (Article XI-Q bonds) is approved to renovate the Oregon Supreme Court building, including seismic updates, energy efficiency improvements, and various systems and safety code upgrades.

Higher Education Coordinating Commission (HECC)

HECC - Public Universities

The Subcommittee approved a $330,825,000 Other Funds Capital Construction six-year expenditure limitation for the Higher Education Coordinating Commission for distribution of general obligation bond proceeds to public universities. This amount corresponds to the total project amounts for the 17 new university projects authorized and an increase in one project reauthorized in SB 5505. Projects are funded with proceeds from the issuance of Article XI-G bonds, Article XI-Q bonds, and Article XI-F (1) bonds and will be disbursed as grants or loans, as applicable, pursuant to grant contracts and loan agreements between HECC and each university. Project descriptions are included in SB 5505. The expenditure limitation expires June 30, 2023.

HECC - Community Colleges

The Subcommittee approved a $101,397,241 Other Funds Capital Construction six-year expenditure limitation for the Higher Education Coordinating Commission for distribution of Article XI-G general obligation bond proceeds to community colleges. This amount corresponds to the total project amounts for the 12 new community college projects and three carryover projects authorized in SB 5505. Projects are funded with proceeds from the issuance of Article XI-G bonds and will be disbursed as grants pursuant to grant agreements between HECC and each community college. Project descriptions are included in SB 5505. The expenditure limitation expires June 30, 2023.

The Subcommittee also approved the extension of the project expiration dates and existing Other Funds Capital Construction expenditure limitations for the following community college projects. All projects are funded with proceeds from the issuance of Article XI-G bonds:

- Lane Community College Science, Technology, Engineering and Math Classrooms and Labs through June 30, 2018;
- Rogue Community College Manufacturing and Fabrication Flex Lab through June 30, 2018;
- Umpqua Community College Roseburg Regional Health Occupations Training Center through June 30, 2018; and
- Portland Community College Health Professions Center through June 30, 2021.

Various Agencies
Jean Gabriel 503-378-3107

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS							
EDUCATION PROGRAM AREA							
Higher Education Coordinating Commission							
All - Capital Improvement and Renewal	$ -	$ -	$ 50,000,000	$ -	$ 50,000,000	0	0.00
EOU - Loso Hall Renovation Phase 1	$ -	$ -	$ 5,500,000	$ -	$ 5,500,000	0	0.00
EOU - Track and Field Facilities Restoration	$ -	$ -	$ 750,000	$ -	$ 750,000	0	0.00
OIT - Ctr for Exc in Engineering & Tech/Cornett Hall Ph 2	$ -	$ -	$ 40,000,000	$ -	$ 40,000,000	0	0.00
OIT - Student Recreation Center	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000	0	0.00
OIT - Oregon Manufacturing Innovation Center R&D Facility	$ -	$ -	$ 3,875,000	$ -	$ 3,875,000	0	0.00
OSU - Cordley Hall Renovation Phase 1	$ -	$ -	$ 15,000,000	$ -	$ 15,000,000	0	0.00
OSU - Fairbanks Hall Renovation	$ -	$ -	$ 11,000,000	$ -	$ 11,000,000	0	0.00
OSU - Gilkey Hall Renovation	$ -	$ -	$ 3,000,000	$ -	$ 3,000,000	0	0.00
OSU - Cascades Expansion - Site Reclamation	$ -	$ -	$ 9,000,000	$ -	$ 9,000,000	0	0.00
OSU - Quality Foods and Beverages Center	$ -	$ -	$ 9,000,000	$ -	$ 9,000,000	0	0.00
PSU - Graduate School of Education Facility	$ -	$ -	$ 51,000,000	$ -	$ 51,000,000	0	0.00
PSU - Residence Hall at 12th & Market	$ -	$ -	$ 53,500,000	$ -	$ 53,500,000	0	0.00
PSU - Land Acquisition for University Center Building	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000	0	0.00
SOU - Central Hall Capital Improvements	$ -	$ -	$ 6,000,000	$ -	$ 6,000,000	0	0.00
UO - Campus for Accelerating Scientific Impact Phase 1	$ -	$ -	$ 50,000,000	$ -	$ 50,000,000	0	0.00
WOU - Information Technology Center Renovation Phase 3	$ -	$ -	$ 5,500,000	$ -	$ 5,500,000	0	0.00
WOU - Oregon Military Building Renovation Phase 2	$ -	$ -	$ 7,700,000	$ -	$ 7,700,000	0	0.00
BMCC - Facility for Agricultural Resource Management, Ph 2	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000	0	0.00
Chemeketa CC - Agricultural Complex	$ -	$ -	$ 6,000,000	$ -	$ 6,000,000	0	0.00
Clackamas CC - DeJardin Building Addition	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Clackamas CC - Student Services & Community Commons	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00
Clatsop CC - Marine Science Center Renovation & Expansion	$ -	$ -	$ 7,996,994	$ -	$ 7,996,994	0	0.00
CGCC - Middle College Prototype Facility 15-17 reauthorize	$ -	$ -	$ 7,320,000	$ -	$ 7,320,000	0	0.00
LCC - Health Care Village Facility	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0	0.00

LBCC - Student Advising and Campus Safety Center	$ -	$ -	$ 7,500,000	$ -	$ 7,500,000	0 0.00
Mt Hood CC - Maywood Park Center	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0 0.00
OCCC - Workforce Education and Resiliency Center	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0 0.00
PCC - Health Technology Building Renovation	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0 0.00
RCC - Elk Building Science Facility Renovation & Expansion	$ -	$ -	$ 6,000,000	$ -	$ 6,000,000	0 0.00
SWOCC - Dellwood Hall Remodel and Expansion	$ -	$ -	$ 2,749,997	$ -	$ 2,749,997	0 0.00
TVCC - Workforce Vocational Center 15-17 reauthorize	$ -	$ -	$ 2,830,250	$ -	$ 2,830,250	0 0.00
UCC - Industrial Technology Building 15-17 reauthorize	$ -	$ -	$ 8,000,000	$ -	$ 8,000,000	0 0.00
Oregon Department of Education						
Oregon School for the Deaf Facility Improvements	$ -	$ -	$ 4,297,558	$ -	$ 4,297,558	0 0.00
ADMINISTRATION PROGRAM AREA						
Department of Administrative Services						
Mission Critical Facility Yellow Lot Building	$ -	$ -	$ 4,579,431	$ -	$ 4,579,431	0 0.00
Human Services Building Upgrades	$ -	$ -	$ 3,743,000	$ -	$ 3,743,000	0 0.00
Employment Building Upgrades	$ -	$ -	$ 6,236,000	$ -	$ 6,236,000	0 0.00
Electrical Upgrades and Replacements	$ -	$ -	$ 3,890,000	$ -	$ 3,890,000	0 0.00
Capitol Mall Parking Structure Study and Upgrades	$ -	$ -	$ 2,926,000	$ -	$ 2,926,000	0 0.00
Planning	$ -	$ -	$ 500,000	$ -	$ 500,000	0 0.00
Boiler and Heating Upgrades	$ -	$ -	$ 1,234,000	$ -	$ 1,234,000	0 0.00
Portland Crime Lab Upgrade	$ -	$ -	$ 1,162,000	$ -	$ 1,162,000	0 0.00
Parking Lot Upgrades	$ -	$ -	$ 3,500,000	$ -	$ 3,500,000	0 0.00
Portland State Office Building Renovation	$ -	$ -	$ 13,146,000	$ -	$ 13,146,000	0 0.00
State Data Center Power Upgrades	$ -	$ -	$ 11,000,000	$ -	$ 11,000,000	0 0.00
Elected Official Staff Relocation	$ -	$ -	$ 6,300,000	$ -	$ 6,300,000	0 0.00
PUBLIC SAFETY PROGRAM AREA						
Oregon Military Department						
Regional Armory Emergency Enhancement	$ -	$ -	$ 8,534,400	$ -	$ 8,534,400	0 0.00
Grants Pass Armory Service Life Extension	$ -	$ -	$ 3,270,356	$ -	$ 3,270,356	0 0.00
Future Readiness Center Sites	$ -	$ -	$ 1,730,000	$ -	$ 1,730,000	0 0.00
Oregon Youth Authority						
Capital Improvements	$ -	$ -	$ 17,168,249	$ -	$ 17,168,249	0 0.00
MacLaren West Cottages Renovation	$ -	$ -	$ 21,177,200	$ -	$ 21,177,200	0 0.00
Rogue Valley Facility Improvements	$ -	$ -	$ 10,973,465	$ -	$ 10,973,465	0 0.00

Department of Corrections						
Capital Improvements and Renewal	$ -	$ -	$ 26,293,534	$ -	$ 26,293,534	0 0.00
Technology Infrastructure	$ -	$ -	$ 12,200,000	$ -	$ 12,200,000	0 0.00
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA						
Oregon Housing and Community Services						
Family Affordable Housing	$ -	$ -	$ 80,000,000	$ -	$ 80,000,000	0 0.00
Oregon Department of Veterans' Affairs						
Veterans' Home Capital Improvements	$ -	$ -	$ 2,450,000	$ -	$ 2,450,000	0 0.00
Roseburg Veterans' Home	$ -	$ -	$ 10,500,000	$ -	$ 10,500,000	0 0.00
TRANSPORTATION PROGRAM AREA						
Department of Transportation						
Toledo Maintenance Station Phase I	$ -	$ -	$ 6,300,000	$ -	$ 6,300,000	0 0.00
Department of Aviation						
Bandon Electrical, Gate, Obstruction Removal	$ -	$ -	$ 192,500	$ 1,732,500	$ 1,925,000	0 0.00
McDermitt State Airport Runway and Taxi	$ -	$ -	$ 120,000	$ 1,080,000	$ 1,200,000	0 0.00
Chiloquin State Airport Taxi and Fencing	$ -	$ -	$ 110,000	$ 990,000	$ 1,100,000	0 0.00
Lebanon State Airport Taxi and Apron Rehabilitation	$ -	$ -	$ 110,000	$ 990,000	$ 1,100,000	0 0.00
NATURAL RESOURCES PROGRAM AREA						
Oregon Department of Fish and Wildlife						
Deferred Maintenance	$ -	$ -	$ 10,000,000	$ -	$ 10,000,000	0 0.00
Oregon Department of Foresty						
Toledo Facility Replacement	$ -	$ -	$ 3,832,965	$ -	$ 3,832,965	0 0.00
JUDICIAL PROGRAM AREA						
Oregon Judicial Department						
Oregon Supreme Court Building Renovations	$ -	$ -	$ 6,000,000	$ -	$ 6,000,000	0 0.00
Multnomah County Courthouse Equipment & Furnishings	$ -	$ -	$ 8,900,000	$ -	$ 8,900,000	0 0.00

LEGISLATIVE PROGRAM AREA

Legislative Administration Committee						
Capitol Accessibility, Maintenance, and Safety	$ -	$ -	$ 13,720,642	$ -	$ 13,720,642	0	0.00
TOTAL	$ -	$ -	$ 738,319,541	$ 4,792,500	$ 743,112,041	0	0.00
2015-17 Supplemental Expenditure Limitation Adjustments						
Department of Administrative Services						
Capital and Tenant Improvements for 550 Building	$ -	$ -	$ 1,400,000	$ -	$ 1,400,000	0	0.00
Oregon Department of Veterans' Affairs						
The Dalles Veterans' Home Renovation	$ -	$ -	$ 965,429	$ 497,588	$ 1,463,017	0	0.00
2013-15 Supplemental Expenditure Limitation Adjustments						
Department of Transportation						
Salem Baggage Depot Renovation	$ -	$ -	$ 94,483	$ 825,517	$ 920,000	0	0.00

Enrolled
Senate Bill 5529

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 Oregon Department of Administrative Services)

CHAPTER .....

AN ACT

Relating to state financial administration; and declaring an emergency.

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

SECTION 1. During the biennium beginning July 1, 2017, all lottery revenues available to benefit the public purposes specified in Article XV, section 4, of the Oregon Constitution, that are in excess of distributions or allocations required by law shall be maintained in the Administrative Services Economic Development Fund.

SECTION 2. All moneys in the Administrative Services Economic Development Fund as of July 1, 2017, and thereafter are reserved to meet the commitments of sections 1 to 12 of this 2017 Act.

SECTION 3. The following amounts are allocated for the biennium beginning July 1, 2017, from the Administrative Services Economic Development Fund, to the Oregon Business Development Department, for the following purposes:

(1)	**Operations.....**	**$ 7,094,443**
(2)	**Business, innovation and trade.....**	**$ 56,363,565**
(3)	**Oregon Infrastructure Finance Authority.....**	**$ 1,548,664**
(4)	**Oregon Film and Video Office ..**	**$ 1,207,545**

SECTION 4. There is allocated for the biennium beginning July 1, 2017, from the Administrative Services Economic Development Fund, to the Department of Education, for the State School Fund, the amount of $464,758,594.

SECTION 5. There is transferred to the Lottery Bond Fund for the biennium beginning July 1, 2017, out of the Oregon Education Fund, 100 percent of the declared earnings on the Education Stability Fund that are transferred to the Oregon Education Fund during the biennium beginning July 1, 2017, to be used by the Department of Education for the purposes of maintaining cash flow and paying, when due, the principal, interest and premium, if any, on outstanding education lottery bonds.

SECTION 6. There is allocated for the biennium beginning July 1, 2017, from the Administrative Services Economic Development Fund, to the office of the Governor, the amount of $3,689,100 for expenses of the Regional Solutions Program.

SECTION 7. (1) The Oregon Department of Administrative Services shall establish a process for allocating available moneys in the Administrative Services Economic Develop-

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ment Fund on a quarterly basis to fulfill the biennial allocations made by sections 1 to 12 of this 2017 Act. The department shall set the quarterly allocations.

(2) If, in any quarter, the moneys transferred from the State Lottery Fund to the Administrative Services Economic Development Fund are insufficient to pay for the quarterly allocations made by sections 1 to 12 of this 2017 Act or any other 2017 Act, prior to making any other allocations pursuant to sections 1 to 12 of this 2017 Act, the department shall satisfy lottery bond debt service obligations in the amount of $247,787,311 for outstanding lottery bonds.

(3) After the lottery bond debt service obligations described in subsection (2) of this section are satisfied, if the remaining moneys transferred from the State Lottery Fund to the Administrative Services Economic Development Fund are insufficient to pay for the quarterly allocations made by sections 1 to 12 of this 2017 Act, the department shall reduce the quarterly allocations not described in subsection (2) of this section proportionately in amounts sufficient to accommodate the revenue shortfall.

SECTION 8. There is allocated for the biennium beginning July 1, 2017, from the Administrative Services Economic Development Fund, to the Oregon Department of Administrative Services, the amount of $247,787,311 for the purpose of paying, when due, the principal, interest and premium, if any, on outstanding lottery bonds, as described in section 7 of this 2017 Act.

SECTION 9. Notwithstanding and in lieu of the requirement in ORS 461.547 (1) for a percentage-based transfer of moneys, for the biennium beginning July 1, 2017, the amount allocated from the Administrative Services Economic Development Fund to the Oregon Department of Administrative Services for distribution to counties for economic development activities as provided by ORS 461.547 is $41,285,992.

SECTION 10. Notwithstanding and in lieu of the requirement in ORS 461.549 (2) for a percentage-based transfer of moneys, for the biennium beginning July 1, 2017, the amount allocated from the Administrative Services Economic Development Fund to the Problem Gambling Treatment Fund is $12,457,116.

SECTION 11. Notwithstanding and in lieu of the requirement in ORS 565.447 for a percentage-based transfer of moneys, for the biennium beginning July 1, 2017, the amount allocated from the Administrative Services Economic Development Fund to the County Fair Account established in ORS 565.445 is $3,828,000.

SECTION 12. Notwithstanding and in lieu of the allocation described in section 2 (3), chapter 2, Oregon Laws 2017 (Ballot Measure 99 (2016)), for a percentage-based transfer of moneys with an annual cap, for the biennium beginning July 1, 2017, the amount allocated from the Administrative Services Economic Development Fund to the Outdoor School Education Fund is $24,000,000.

SECTION 12a. Notwithstanding and in lieu of the requirement in ORS 461.543 (4) for a percentage-based transfer of moneys, for the biennium beginning July 1, 2017, the amount allocated from the Administrative Services Economic Development Fund to the Sports Lottery Account is $8,240,000.

SECTION 13. There are allocated for the biennium beginning July 1, 2017, from the Veterans' Services Fund, to the Veterans' Department of Veterans' Affairs Dedicated Lottery Fund, the following amounts for the following purposes:

(1)	**Veterans' Services Program**	**$ 7,833,718**
(2)	**County Veterans' Service Officers**	**$ 6,904,151**
(3)	**National Service Organizations**	**$ 118,156**

SECTION 14. There is allocated for the biennium beginning July 1, 2017, from the Veterans' Services Fund, to the Veterans' Housing and Community Services Department

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Dedicated Lottery Fund, the amount of $1,500,000 for the provision of housing assistance to veterans.

SECTION 15. (1) The Oregon Department of Administrative Services shall establish a process for allocating available moneys in the Veterans' Services Fund on a quarterly basis to fulfill the biennial allocations made by sections 13 and 14 of this 2017 Act.

(2) If the moneys transferred from the State Lottery Fund to the Veterans' Services Fund are insufficient to pay for the quarterly allocations under subsection (1) of this section, the department shall reduce the quarterly allocations proportionately in amounts sufficient to accommodate the revenue shortfall.

SECTION 16. Notwithstanding ORS 137.300, for the biennium beginning July 1, 2017, the Department of Revenue shall distribute the moneys in the Criminal Fine Account established by ORS 137.300 as specified in sections 17 to 21 of this 2017 Act.

SECTION 17. There are allocated to the Department of Public Safety Standards and Training for the biennium beginning July 1, 2017, from the Criminal Fine Account, the following amounts for the following purposes:

(1)	**Criminal justice training and standards operations.....**	**$ 32,584,757**
(2)	**Public Safety Memorial Fund ...**	**$ 200,030**

SECTION 18. There are allocated to the Department of Justice for the biennium beginning July 1, 2017, from the Criminal Fine Account, the following amounts for the following purposes:

(1)	**Child Abuse Multidisciplinary Intervention Account.....**	**$ 10,679,854**
(2)	**Creation and operation of a statewide system of regional assessment centers as provided under ORS 418.746 to 418.796.....**	**$ 815,961**
(3)	**Criminal Injuries Compensation Account .....**	**$ 9,095,393**
(4)	**Services to children eligible for compensation under ORS 147.390 and costs to administer provision of these services .....**	**$ 690,667**

SECTION 19. There are allocated to the Department of Human Services for the biennium beginning July 1, 2017, from the Criminal Fine Account, the following amounts for the following purposes:

(1)	**Domestic Violence Fund established for ORS 409.300 for the purpose of ORS 409.292 (1)(a) to (c).....**	**$ 2,239,608**
(2)	**Sexual Assault Victims Fund....**	**$ 518,399**

SECTION 20. There are allocated to the State Court Facilities and Security Account established under ORS 1.178, for the biennium beginning July 1, 2017, from the Criminal Fine Account, the following amounts for the following purposes:

(1)	**State court security and emergency preparedness....**	**$ 3,588,745**
(2)	**Distributions to county court facilities security accounts.....**	**$ 2,824,208**

SECTION 21. (1) There is allocated to the Oregon Health Authority for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $42,884 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.

(2) There is allocated to the Law Enforcement Medical Liability Account established under ORS 414.815, for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $1,354,360.

(3) There is allocated to the Oregon State Police for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $351,572 for the purpose of enforcing the laws relating to driving under the influence of intoxicants.

(4) There is allocated to the Department of Corrections for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $4,257,421 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.

(5) There is allocated to the State Court Technology Fund established under ORS 1.012, for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $3,110,000.

(6) There is allocated to the Intoxicated Driver Program Fund created under ORS 813.270, for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $4,323,000.

(7) There is allocated to the Oregon Health Authority for the biennium beginning July 1, 2017, from the Criminal Fine Account, the amount of $331,824 for the Emergency Medical Services and Trauma Systems Program created under ORS 431A.085.

SECTION 22. After distributing the amounts specified in sections 17 to 21 of this 2017 Act, the Department of Revenue shall distribute funds remaining in the Criminal Fine Account to the General Fund.

SECTION 23. (1) There is allocated to the State School Fund established under ORS 327.008, for the biennium beginning July 1, 2017, from the Oregon Marijuana Account, the amount of $80,987,200.

(2) There is allocated to the Mental Health Alcoholism and Drug Services Account established under ORS 430.380, for the biennium beginning July 1, 2017, from the Oregon Marijuana Account, the amount of $40,493,600.

(3) There is allocated to the Oregon Health Authority, for the health systems division, for the biennium beginning July 1, 2017, from the Oregon Marijuana Account, the amount of $10,123,400 for purposes related to alcohol and drug abuse prevention, early intervention and treatment services.

(4) There is allocated to the State Police Account established under ORS 181A.020, for the biennium beginning July 1, 2017, from the Oregon Marijuana Account, the amount of $30,370,200.

SECTION 24. This 2017 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2017 Act takes effect July 1, 2017.

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Passed by Senate July 6, 2017

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Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House July 7, 2017

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2017

Approved:

.....M.,....., 2017

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2017

.....
Dennis Richardson, Secretary of State

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SB 5529 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Sen. Winters

Joint Committee On Ways and Means

Action Date:	07/03/17
Action:	Do pass with amendments. (Printed A-Eng.)
Senate Vote	
Yeas:	12 - DeBoer, Devlin, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, Roblan, Steiner Hayward, Thomsen, Winters
House Vote	
Yeas:	7 - Gomberg, Holvey, Huffman, Nathanson, Rayfield, Smith Warner, Williamson
Nays:	1 - McLane
Exc:	3 - Smith G, Stark, Whisnant
Prepared By:	Steve Bender, Legislative Fiscal Office

Various Agencies – Lottery Allocations
2017-19

Various Agencies – Criminal Fine Account Allocations
2017-19

Various Agencies – Oregon Marijuana Account Allocations
2017-19

Summary of Revenue Changes

The Oregon Lottery collects revenues from traditional and video lottery gaming. It pays player prizes and its operating expenses out of these revenues and then transfers the balance (net profits) to the Administrative Services Economic Development Fund (EDF). The Department of Administrative Services (DAS) then distributes funds from the EDF in adherence with constitutional and statutory funding priorities, including specific Legislative allocations. The amounts outlined in this bill are based on the Lottery revenue forecast from the DAS Office of Economic Analysis as of May 2017, adjusted for projections of reversions of unspent Lottery Funds allocations transferred to the EDF under ORS 461.559, and for anticipated administrative actions by the Oregon Lottery to transfer an additional $20,000,000 of funds exceeding those maintained for contingency purposes to the EDF, in the 2017-19 biennium. ORS 461.559 requires certain Lottery Funds allocations unspent at the end of a biennium to be reverted to the EDF. Total reversions under this provision, which are projected equal $4,034,893 in the 2017-19 biennium, were not included in the DAS Office of Economic Analysis Lottery Funds forecast, but the amounts in this bill include those reversions in total available resources. As actual amounts vary, the allocations or distributions set forth within may also vary – in some cases requiring related expenditure limitation adjustments.

The Oregon Lottery transfers Lottery Funds to the Administrative Services EDF on a quarterly basis. From each quarterly transfer, a number of dedicated distributions are required by the Oregon Constitution or are provided for in Oregon Revised Statutes (ORS), including:

- The Oregon Constitution requires that 18 percent of net proceeds be distributed to the Education Stability Fund.
- The Oregon Constitution requires that 15 percent of net proceeds be distributed to the Parks and Natural Resources Fund.
- The Oregon Constitution requires that 1.5 percent of net proceeds be distributed to the Veterans' Services Fund.
- Oregon statutes require that 4 percent of net proceeds, but no more than $5.5 million per quarter adjusted for inflation, be distributed to the Outdoor School Education Fund.
- Oregon statute requires that 2.5 percent of net proceeds of video lottery gaming be distributed to the counties for economic development projects. Beginning with the 2005-07 biennium, 50 percent of the operating costs for the Economic Revitalization Team (ERT) established by ORS 284.555 are also funded from this source. Beginning with the 2013-15 biennium, 50 percent of the new funding for Regional Solutions Program positions are also funded from this source.
- Oregon statute requires that one percent of net profits be distributed to the Sports Lottery Account for sports programs at state institutions of higher education and for scholarships.
- Oregon statute requires that one percent of net proceeds be transferred to the Oregon Health Authority for Gambling Addiction prevention and treatment programs.

- Oregon statute requires that one percent of the net proceeds, not to exceed $1.53 million annually, be transferred to the County Fair account. The maximum amount is adjusted each biennium pursuant to certain changes in the Consumer Price Index.

- Oregon statute requires that annual debt service payments for outstanding lottery bonds be satisfied before allocating for other purposes. During the 2017-19 biennium, debt service requirements will comprise approximately 19 percent of the total distributions from the EDF.

Finally, the Legislature makes other allocations from the EDF within authorized public purposes. These purposes include job creation, economic development and public education. Currently, the bulk of allocations are made to the Department of Education for the State School Fund and to the Oregon Business Development Department for various program expenditures.

Debt service allocations are paid annually. Interest earned on the EDF remains within the fund itself. If at the end of any quarter funds remain undistributed, they will remain in the EDF for allocation in future quarters. If in any quarter revenue in the EDF is insufficient to pay for quarterly distribution of allocations, DAS will first fund debt service obligations. Remaining revenues will be distributed in a prorated manner.

Summary of Capital Construction Subcommittee Action

Allocation of Lottery Revenue

Senate Bill 5529 allocates lottery revenue from the EDF and the Veterans' Services Fund. The amounts outlined in this bill are based on the Lottery revenue forecast from the DAS Office of Economic Analysis as of May 2017, adjusted for projections of reversions of unspent Lottery Funds allocations transferred to the EDF under ORS 461.559, and for Oregon Lottery administrative actions. The attached tables display the Lottery Funds allocated by the Subcommittee from the EDF and Veterans' Services Fund. All Lottery Funds allocations approved from these funds for the 2017-19 biennium are included in Senate Bill 5529. The 2017-19 allocations are summarized below.

- A total of $247.8 million Lottery Funds is allocated for debt service for outstanding bonds. These funds are allocated to the DAS since the DAS Capital Investment Section manages debt service for the state. DAS will transfer the necessary funding to the Higher Education Coordinating Commission, Oregon Business Development Department, Housing and Community Services Department, Department of Transportation, Department of Forestry, Department of Energy, State Parks and Recreation Department and the Water Resources Department for the payment of debt on existing lottery bonds. No allocations are included to pay debt service for lottery revenue bonds issued in the 2017-19 biennium.

- The State School Fund is allocated $464.8 million Lottery Funds.

- A total of $66.2 million Lottery Funds is allocated for the programs of the Oregon Business Development Department. This total excludes amounts allocated for debt service payments on Lottery revenue bonds, but includes $7.1 million for Operations; $56.4 million in for Business, Innovation and Trade; $1.5 million for the Infrastructure Finance Authority, and $1.2 million for the Film and Video Office.

- The Office of the Governor is allocated $3.7 million Lottery Funds for the Regional Solutions Program. Half of this funding will come from a reduction in the video lottery proceeds that are distributed to counties for economic development.

- The Department of Veterans' Services is allocated $14.9 million Lottery Funds from the Veterans' Services Fund. This total includes $7.8 million for Veterans' Services Program, $6.9 million for county veterans' service officers, and $118,156 for national service organizations.

- The Housing and Community Services Department is allocated $1.5 million of Lottery Funds from the Veterans' Services Fund for housing assistance to veterans.

Education Stability Fund

A constitutional amendment approved by Oregon voters in 1997, and amended in 2002, requires that 18 percent of net lottery proceeds be transferred to the Education Stability Fund. Interest earnings on this fund are continuously appropriated for the benefit of education programs. These earnings are split 75 percent to the Oregon Education Fund, which is currently used to help pay debt service on lottery bonds that were previously issued for the Department of Education, and 25 percent to the Oregon Student Access Commission for Opportunity Grants.

Ten percent of the amount deposited in the Education Stability Fund is deposited into the Oregon Growth Account within the Fund. All declared earnings from this account are continuously appropriated to the Oregon Education Fund and the Oregon Student Assistance Commission. The transfers and distributions relating to the Education Stability Fund as described here are established by the Oregon Constitution and by other statutes – therefore Senate Bill 5529 does not include provisions relating to them.

Parks and Natural Resources Fund

Ballot Measure 76, approved by Oregon voters in 2010, requires 15 percent of net lottery proceeds to be transferred to the Parks and Natural Resources Fund. This fund is continuously appropriated for the benefit of parks and recreation and for native species protection and restoration. This transfer is established by the Oregon Constitution. Senate Bill 5529, therefore, does not include provisions relating to it.

Veterans' Services Fund

Ballot Measure 96, approved by Oregon voters in 2016, requires 1.5 percent of net lottery proceeds to be transferred to the Veterans' Services Fund. This fund is continuously appropriated for the benefit of veterans. This transfer is established by the Oregon Constitution. Senate Bill 5529, therefore, does not include a provision to transfer lottery proceeds into the Veterans' Services Fund. The bill does, however, include

allocations from the Veterans' Services Fund to support programs benefitting veterans at the Department of Veterans' Affairs and the Department of Housing and Community Services.

Outdoor School Education Fund

Ballot Measure 99, approved by Oregon voters in 2016, requires 4 percent of net proceeds, but no more than $5.5 million per quarter adjusted for inflation, be distributed to the Outdoor School Education Fund. The Fund supports the Outdoor School program and is managed by the Oregon State University Extension Service. Instead of the percentage allocation described in statute, the Subcommittee approved a fixed allocation of $24,000,000 for the 2017-19 biennium

County Economic Development

ORS 461.547 requires that 2.5 percent of net proceeds of video lottery gaming be distributed to the counties for economic development projects. Beginning with the 2005-07 biennium, 50 percent of the operating costs for the Economic Revitalization Team (ERT) established by ORS 284.555 have also been funded from this source.

The Subcommittee approved allocating a fixed dollar amount for county economic development during the 2017-19 biennium, rather than the percentage allocation described in statute. The fixed dollar amount is $41,285,992, which is equal to 2.5 percent of the amount of video lottery proceeds forecasted in the May 2017 revenue forecast, minus one-half of the allocation to the Office of the Governor for the Regional Solutions Program.

Gambling Addiction Prevention and Treatment

The 1999 Legislature statutorily dedicated one percent of net lottery proceeds to be transferred to the Oregon Health Authority to fund gambling addiction programs in the state.

Instead of the percentage allocation described in statute, the Subcommittee approved a fixed allocation of $12,457,116 for the 2017-19 biennium.

Sports Lottery Account

Beginning in 2007, one percent of net lottery proceeds are dedicated for distribution to public universities to offset the costs of intercollegiate athletic programs and for academic scholarships.

Instead of the percentage allocation described in statute, the Subcommittee approved a fixed allocation of $8,240,000 for the 2017-19 biennium.

County Fairs

The 2001 Legislature statutorily dedicated one percent of net lottery proceeds, with certain limitations, for distribution to county fair programs throughout the state. This amount is adjusted by inflation each biennium.

Instead of the percentage allocation described in statute, the Subcommittee approved a fixed allocation of $3,828,000 for the 2017-19 biennium.

Lottery Funds Expenditure Limitation

Lottery Funds expenditure limitation related to these allocations is generally contained within the respective agency budget bills and in House Bill 5006.

Allocation of Criminal Fine Account

ORS 137.300 establishes the Criminal Fine Account (CFA), and identifies program priorities for account moneys, but does not specify a funding level for the programs. A portion of the crime and violation fine payments collected by state and local courts are transferred into the account. The Expenditure limitations for programs receiving CFA allocations are established in the separate appropriation bills for the various receiving agencies. Any CFA revenues remaining after the specific program allocations are made are deposited into the General Fund.

The revenue forecast for the CFA for the 2017-19 biennium totals $143.8 million. This amount is equal to the amount in the revenue forecast from the DAS Office of Economic Analysis as of May 2017, adjusted for the CFA revenue impacts of HB 2409 and HB 2797.

The Subcommittee approved allocations to agencies totaling $77 million, leaving $66.8 million to be deposited into General Fund. Those revenues are included in the General Fund expenditures authorized in the 2017-19 Legislatively Adopted Budget. The specific allocation amounts authorized in this bill are listed in the table of this budget report.

Allocation of Oregon Marijuana Account

Revenues from the state Marijuana taxes are deposited into the Oregon Marijuana Account. The Department of Revenue transfers 10 percent of Account funds to cities, and 10 percent to counties, by formulas established in statute. The remaining 80 percent of moneys in the Oregon Marijuana Account is allocated to state programs in this bill.

Oregon statutes dedicate the remaining 80 percent of moneys to be distributed as follows:

- 40 percent to the State School Fund
- 20 percent to the Mental Health Alcoholism and Drug Services Account
- 15 percent to the State Police Account
- 5 percent to alcohol and drug abuse prevention, early intervention and treatment services.

The revenue forecast for the Oregon Marijuana Account for the 2017-19 biennium totals $202.5 million. This amount is equal to the amount in the revenue forecast from the DAS Office of Economic Analysis as of May 2017, adjusted for the Oregon Marijuana Account revenue impact of SB 1057. The Department of Revenue will distribute $40.5 million to cities and counties.

The remaining $162 million are allocated as directed under statute:

- $81.0 million to the State School Fund
- $40.5 million to the Mental Health Alcoholism and Drug Services Account
- $30.4 million to the State Police Account.
- $10.1 million to alcohol and drug abuse prevention, early intervention and treatment services.

LOTTERY FUNDS CASH FLOW SUMMARY

		2015-17 Legislatively Approved Budget [1]	2017-19 Legislatively Adopted Budget [2]
ECONOMIC DEVELOPMENT FUND			
RESOURCES			
Beginning Balance	[3]	$20,499,857	$49,016,803
Lottery Funds Reversions under ORS 461.559			$4,034,893
REVENUES			
Transfers from Lottery			
Net Proceeds		$1,235,350,601	$1,246,173,324
Administrative Actions		0	20,000,000
Other Revenues			
Interest Earnings		9,424,627	2,000,000
Other			
Total Revenue		1,244,775,228	1,268,173,324
TOTAL RESOURCES		1,265,275,085	1,317,190,127
DISTRIBUTIONS / ALLOCATIONS			
Distribution of Video Revenues to Counties		(39,083,827)	($41,285,992)
Distribution to Education Stability Fund		(222,363,108)	($224,311,198)
Distribution to Parks and Natural Resources Fund		(185,302,590)	($186,925,999)
Distribution for Outdoor School Fund		0	(24,000,000)
Distribution for Veterans' Services Fund		0	($18,692,600)
Distribution for Sports Programs		(8,240,000)	(8,240,000)
Distribution for Gambling Addiction		(11,348,753)	(12,457,116)
Distribution for County Fairs		(3,864,000)	(3,828,000)
Allocation to State School Fund		(447,703,907)	(464,758,594)
Debt Service Allocations		(225,477,038)	(247,787,311)
Other Agency Allocations		(72,875,060)	(69,903,317)
TOTAL DISTRIBUTIONS / ALLOCATIONS		(1,215,100,899)	(1,302,190,127)
ENDING BALANCE		$49,016,803	$15,000,000
EDUCATION STABILITY FUND (not including OGA or ORTDF)			
RESOURCES			
Beginning Balance		$179,379,997	$383,759,105
Revenues			
Transfer from the Economic Development Fund	[4]	$204,379,108	$201,880,078
Interest Earnings		$5,327,115	$22,455,743
Total Revenue		209,706,223	224,335,821
TOTAL RESOURCES		389,086,220	608,094,926
DISTRIBUTIONS			
Interest Distributions		($5,327,115)	(21,808,752)
Debt Service Allocations		0	(646,991)
TOTAL DISTRIBUTIONS		(5,327,115)	(22,455,743)
ENDING BALANCE		$383,759,105	$585,639,183

1. The 2015-17 Legislatively Approved Budget is based on the May 2017 forecast of 2015-17 resources.

2. The 2017-19 Legislatively Adopted Budget is based on the May 2017 forecast of 2017-19 resources with the adjustments shown for lottery reversions and administrative actions.

3. 2017-19 beginning balance is equal to 2015-17 ending balance.

4. Only transfers to the Main Education Stability fund account, and not the 2% transferred to the Oregon Growth Account.

2017-19 LOTTERY FUNDS ALLOCATIONS AND EXPENDITURES

	New Lottery Funds Allocation	Beginning Lottery Balance	Interest and Other Earnings	2017-19 LAB Expenditure Limitation	Ending Lottery Balance
ECONOMIC DEVELOPMENT FUND					
DEBT SERVICE COMMITMENTS					
Higher Education Coordinating Commission					
Outstanding bonds	43,490,902	89,912	0	43,580,814	0
Business Development Dept.					
Outstanding bonds	46,776,651	2,984,601	0	49,761,252	0
Housing and Community Services Dept.					
Outstanding bonds	15,978,252	29,030	0	16,007,282	0
Department of Transportation					
Outstanding bonds	114,394,343	210,621	0	114,604,964	0
Department of Administrative Services					
Outstanding bonds	16,268,179	26,788	0	16,294,967	0
Forestry Department					
Outstanding Bonds	2,596,014	4,987	0	2,601,001	0
Department of Energy					
Outstanding Bonds	3,015,546	8,084	0	3,023,630	0
State Parks and Recreation Dept.					
Outstanding Bonds	1,318,425	0	0	1,318,425	0
Water Resources Department					
Outstanding Bonds	3,948,999	4,970	0	3,953,969	0
OTHER ALLOCATIONS					
Higher Education Coordinating Commission					
Collegiate Athletics	8,240,000	0	0	8,240,000	0
Outdoor Schools	24,000,000	0	0	24,000,000	0
Oregon Health Authority					
Gambling Addiction Treatment	12,457,116	0	0	12,457,116	0
Department of Education					
State School Fund	464,758,594	0	0	464,758,594	0
Department of Administrative Services					
Distribution to County Fairs	3,828,000	0	0	3,828,000	0
Office of the Governor					
Regional Solutions	3,689,100	0	0	3,689,100	0
Business Development Department					
Operations	7,094,443	0	0	7,094,443	0
Business, Innovation, and Trade	56,363,565	3,875,000	0	56,363,565	3,875,000
Infrastructure Financing Authority	1,548,664	250,000	0	1,548,664	250,000
Film and Video	1,207,545	0	0	1,207,545	0
TOTAL ECONOMIC DEVELOPMENT FUND	$830,974,338	$7,483,993	$0	$834,333,331	$4,125,000
EDUCATION STABILITY FUND / OREGON EDUCATION FUND					
Higher Education Coordinating Commission					
Opportunity Grants	21,808,752	0	0	20,746,268	1,062,484
Department of Education					
Education Bonds Outstanding	646,991	4,234	0	651,225	0
TOTAL EDUCATION STABILITY/OREGON EDUCATION FU	$22,455,743	$4,234	$0	$21,397,493	$1,062,484
VETERANS' SERVICES FUND					
Department of Veterans' Affairs					
Veterans' Services Program	7,833,718	0	0	7,833,718	0
County Veterans' Service Officers	6,904,151	0	0	6,904,151	
National Service Organizations	118,156	0	0	118,156	0
Department of Housing and Community Services					
Housing Assistance to Veterans	1,500,000	0	0	350,000	1,150,000
TOTAL VETERANS' SERVICES FUND	$16,356,025	$0	$0	$15,206,025	$1,150,000

Veterans' Services Fund

	2017-19 Legislatively Adopted
VSF Beginning Balance	$0
Lottery Revenue	$18,692,600
Lottery Resources	$18,692,600
Allocations to ODVA	
Veterans' Services Program	$7,833,718
County Veteran Service Officers	$6,904,151
National Service Organizations	$118,156
Total ODVA Allocations	$14,856,025
Allocations to HCSD	
Housing Assistance to Veterans	$1,500,000
Total Allocations	$16,356,025
VSF Ending Balance	$2,336,575

CRIMINAL FINE ACCOUNT ALLOCATIONS

	2015-17 Legislatively Approved Budget	2017-19 Current Service Level	Percent Change	2017-19 Legislatively Adopted Budget	Percent Change
Criminal Fine Account Revenues	**$ 122,859,199**	**$ 132,433,894**	**7.8%**	**$ 143,803,894**	**17.0%**
Criminal Fine Account Allocations:					
Department of Public Safety Standards and Training					
Operations	$ 31,080,778	$ 34,549,738	11.2%	$ 32,584,757	4.8%
Public Safety Memorial Fund	128,420	200,030	55.8%	200,030	55.8%
Subtotal:	$ 31,209,198	$ 34,749,768	11.3%	$ 32,784,787	5.0%
Department of Justice					
Child Abuse Multidisciplinary Intervention (CAMI)	$ 10,311,579	$ 10,690,929	3.7%	$ 10,679,854	3.6%
Regional Assessment Centers	787,663	816,807	3.7%	815,961	3.6%
Criminal Injuries Compensation Account (CICA)	8,775,830	9,100,536	3.7%	9,095,393	3.6%
Child Abuse Medical Assessments	666,107	690,752	3.7%	690,667	3.7%
Subtotal:	$ 20,541,179	$ 21,299,024	3.7%	$ 21,281,875	3.6%
Department of Human Services					
Domestic Violence Fund	$ 2,224,675	$ 2,239,608	0.7%	$ 2,239,608	0.7%
Sexual Assault Victims Fund	533,332	518,399	-2.8%	518,399	-2.8%
Subtotal:	$ 2,758,007	$ 2,758,007	0.0%	$ 2,758,007	0.0%
Oregon Health Authority					
Emergency Medical Services & Trauma Services	$ 331,824	$ 331,824	0.0%	$ 331,824	0.0%
Alcohol & Drug Abuse Prevention	42,884	42,884	0.0%	42,884	0.0%
Law Enforcement Medical Liability Account (LEMLA)	1,339,000	1,354,360	1.1%	1,354,360	1.1%
Intoxicated Driver Program	4,323,000	4,323,000	0.0%	4,323,000	0.0%
Subtotal:	$ 6,036,708	$ 6,052,068	0.3%	$ 6,052,068	0.3%
Oregon Judicial Department					
State court security and emergency preparedness	$ 3,446,002	$ 3,588,745	4.1%	$ 3,588,745	4.1%
County court facilities security	4,148,922	3,161,732	-23.8%	2,824,208	-31.9%
Capital improvements for courthouses and other state court facilities	3,500,000	-	-100.0%	-	-100.0%
State Court Technology Fund		-	0.0%	3,110,000	N/A
Subtotal:	$ 11,094,924	$ 6,750,477	-39.2%	$ 9,522,953	-14.2%
Oregon State Police					
Driving Under the Influence Enforcement	$ 253,000	$ 351,572	39.0%	$ 351,572	39.0%
Department of Corrections					
County correction programs and facilities, and alcohol and drug programs	$ 4,391,472	$ 4,257,421	-3.1%	$ 4,257,421	-3.1%
Governor's Office					
Arrest & Return for Extradition	$ 22,500	$ 22,500	0.0%	$ -	-100.0%
Total Allocations:	**$ 76,306,988**	**$ 76,240,837**	**-0.1%**	**$ 77,008,683**	**0.9%**
Transfer to the General Fund:	**$ 46,552,211**	**$ 56,193,057**	**20.7%**	**$ 66,795,211**	**43.5%**

Oregon Marijuana Account (includes 2015-17 Carry Forward)

	HB 3470 Distn	2017-19 Biennium Oregon Marijuana Account
Cities	10%	20,246,800
Counties	10%	20,246,800
Subtotal Local		**$40,493,600**
State School Fund	40%	80,987,200
Mental Health Alcoholism & Drug Services Account	20%	40,493,600
Drug and alcohol abuse prevention and treatment	5%	10,123,400
State Police Account	15%	30,370,200
Subtotal State		**$161,974,400**
Total	**100%**	**$202,468,000**

Enrolled
Senate Bill 5701

Sponsored by JOINT COMMITTEE ON WAYS AND MEANS

CHAPTER .....

AN ACT

Relating to state financial administration; amending sections 1 and 2, chapter 808, Oregon Laws 2015, and sections 1, 2 and 3, chapter 747, Oregon Laws 2017; and declaring an emergency.

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

SECTION 1. Section 1, chapter 747, Oregon Laws 2017, is amended to read:

Sec. 1. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2017, 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 state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1)	Oregon Department of Administrative Services:	
[*(a)*	*Mission Critical Facility*] [*Yellow Lot Building*.....	*$ 4,579,431*]
(a)	**Oregon Resilience Buildings ..... $**	**7,079,431**
(b)	Department of Human Services Building Upgrades..... $	3,743,000
(c)	Employment Building Upgrades ..... $	6,236,000
(d)	Electrical Upgrades and Replacements..... $	3,890,000
(e)	Capitol Mall Parking Structure Study and Upgrades ..... $	2,926,000
(f)	Planning ..... $	500,000
(g)	Boiler and Heating Upgrades ..... $	1,234,000
(h)	Portland Crime Lab Upgrade..... $	1,162,000
(i)	Parking Lot Upgrades..... $	3,500,000
(j)	Portland State Office Building Renovation..... $	13,146,000
(k)	State Data Center Power Upgrades ..... $	11,000,000

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(L)	Elected Official Staff Relocation	$ 6,300,000
(2)	Oregon Military Department:	
(a)	Regional Armory Emergency Enhancement	$ 8,534,400
(b)	Grants Pass Armory Service Life Extension	$ 3,270,356
(c)	Future Readiness Center Sites	$ 1,730,000
(3)	Oregon Youth Authority:	
(a)	Capital Improvements	$ 17,168,249
(b)	MacLaren 7 West Cottages Renovation	$ 21,177,200
(c)	Rogue Valley Facility Improvements	$ 10,973,465
(4)	Department of Corrections:	
(a)	Capital Improvements and	
	[*Renewal*	*$ 26,293,534*]
	Renewal	**$ 26,347,534**
(b)	Technology Infrastructure	$ 12,200,000
(5)	Department of Veterans' Affairs:	
(a)	Roseburg Veterans' Home	$ 10,500,000
(b)	Oregon Veterans' Home Capital Improvements	$ 2,450,000
(c)	**The Dalles Veterans' Home Capital Improvements**	**$ 2,111,875**
(d)	**Lebanon Veterans' Home Capital Improvements**	**$ 1,305,815**
(6)	Department of Transportation, Toledo Maintenance Station Phase 1	$ 6,300,000
(7)	Oregon Department of Aviation:	
(a)	Bandon Electrical, Gate, Obstruction Removal	$ 192,500
(b)	McDermitt State Airport Runway and Taxi	$ 120,000
(c)	Chiloquin Taxi and Fencing	$ 110,000
(d)	Lebanon Taxi and Apron Rehabilitation	$ 110,000
(8)	State Department of Fish and Wildlife, Deferred Maintenance	$ 10,000,000
(9)	State Forestry Department, Toledo Facility Replacement	$ 3,832,965
(10)	Housing and Community Services Department, Family Affordable Housing	$ 80,000,000
(11)	Department of Education, Oregon School for the Deaf Facility Improvements	$ 4,297,558
(12)	Legislative Administration	

Committee, Capitol Accessibility
[*Maintenance and Safety*..... *$ 13,720,642*]
Maintenance and Safety..... $ 23,269,092
(13) Oregon Judicial Department:
(a) Multnomah County Courthouse Furnishings and Equipment..... $ 8,900,000
(b) Oregon Supreme Court Building Renovation..... $ 6,000,000

SECTION 2. Section 2, chapter 747, Oregon Laws 2017, is amended to read:

Sec. 2. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2017, as the maximum limits for the expenditure of federal funds collected or received by the [*Oregon Department of Aviation*] **state agencies listed**, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1) Oregon Department of Aviation:
[*(1)*] **(a)** Bandon Electrical, Gate, Obstruction Removal..... $ 1,732,500
[*(2)*] **(b)** McDermitt State Airport Runway and Taxi..... $ 1,080,000
[*(3)*] **(c)** Chiloquin Taxi and Fencing.... $ 990,000
[*(4)*] **(d)** Lebanon Taxi and Apron Rehabilitation..... $ 990,000
(2) Oregon Military Department, Camp Umatilla Facilities Biomass Heating Upgrades..... $ 6,125,000
(3) Department of Veterans' Affairs:
(a) The Dalles Veterans' Home Capital Improvements..... $ 3,922,053
(b) Lebanon Veterans' Home Capital Improvements..... $ 2,425,085

SECTION 3. Section 3, chapter 747, Oregon Laws 2017, is amended to read:

Sec. 3. Notwithstanding any other law limiting expenditures, the amount of [*$330,825,000*] **$405,475,000** is established for a six-year period beginning July 1, 2017, as the maximum limit for payment of expenses from fees, moneys or other revenues, including Miscellaneous Receipts and reimbursements from federal service agreements, but excluding lottery funds and federal funds not described in this section, collected or received by the Higher Education Coordinating Commission, for expenditures of proceeds from state bonds issued for the benefit of a public university, pursuant to agreements between the commission and a public university.

SECTION 4. Section 1, chapter 808, Oregon Laws 2015, as amended by section 1, chapter 67, Oregon Laws 2016, and section 10, chapter 747, Oregon Laws 2017, is amended to read:

Sec. 1. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2015, 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 state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1) Oregon Department of Administrative Services:
(a) North Campus Demolition and Site Improvement..... $ 8,300,000
(b) Department of Environmental

	Quality Public Health Lab Emergency Generator Upgrade	$	2,926,140
(c)	Employment Building Upgrades	$	2,217,398
(d)	Electrical Upgrades/ Replacements	$	2,089,795
(e)	Department of Human Services Building, Cooling Tower Replacement	$	1,701,702
(f)	Executive Building Elevator Upgrades	$	875,461
(g)	Executive Building Fire Sprinkler	$	89,322
(h)	Planning	$	350,000
(i)	Capital Investments/ Acquisitions	$	17,000,000
(j)	Executive Building Central Stairway Upgrade	$	377,443
(k)	Oregon State Fair Capital Repairs and Deferred Maintenance	$	2,500,000
(2)	Oregon Military Department:		
(a)	New Headquarters Facilities	$	6,700,000
(b)	Youth Challenge Armory	$	4,977,000
(c)	Planning and Predesign	$	136,281
[*(d)*	*Oregon Military Museum*	*$*	*725,963*]
(d)	**Oregon Military Museum**	**$**	**1,104,689**
(e)	Regional Training Institute	$	11,500,000
(3)	Oregon Youth Authority:		
(a)	Rogue Valley Facility Improvements	$	9,880,000
(b)	MacLaren Facility Improvements	$	30,934,000
(c)	CCTV Cameras	$	1,147,435
(d)	Deferred Maintenance and Capital Improvements	$	7,058,000
(4)	Department of Corrections, Deferred Maintenance	$	14,220,432
(5)	Housing and Community Services Department, Family Affordable Housing	$	40,000,000
(6)	Department of Transportation:		
(a)	South Coast Maintenance Station	$	4,500,000
(b)	Meacham Maintenance Station	$	7,500,000
(c)	Maintenance Facilities Colocation	$	1
(d)	Highway Improvement Projects	$	35,000,000
(7)	Oregon Department of Aviation:		
(a)	Condon State Airport,		

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	Renovations	$	226,111
(b)	McDermitt State Airport,		
	[*Rehabilitation*	*$*	*201,667*]
	Rehabilitation	**$**	**259,599**
(c)	Aurora State Airport, Apron/ Taxiway and Taxilane Project	$	130,000
(8)	Department of Veterans' Affairs, The Dalles Veterans' Home Renovation	$	2,475,976
(9)	State Department of Fish and Wildlife:		
(a)	Cedar Creek Hatchery and Fish Passage Improvements	$	2,000,000
(b)	Lower Deschutes River Ranch Acquisition	$	227,269
(10)	Legislative Administration Committee, State Capitol Capital Repairs and Improvements	$	30,000,000

SECTION 5. Section 2, chapter 808, Oregon Laws 2015, as amended by section 2, chapter 67, Oregon Laws 2016, and section 11, chapter 747, Oregon Laws 2017, is amended to read:

Sec. 2. Notwithstanding any other law limiting expenditures, the following amounts are established for a six-year period beginning July 1, 2015, as the maximum limits for the expenditure of federal funds collected or received by the state agencies listed, for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing and equipping of buildings and facilities:

(1)	Oregon Military Department:		
(a)	Planning and Predesign	$	140,770
(b)	New Headquarters Facilities	$	18,463,000
(c)	Medford Armory	$	2,884,448
(d)	Baker City Readiness Center	$	750,000
(e)	Sharff Hall/Maison Armory	$	2,051,033
(2)	State Department of Fish and Wildlife:		
(a)	Willamette Falls Fishway Repair	$	1,000,000
(b)	Lower Deschutes River Ranch Acquisition	$	1,323,750
(c)	Clackamas Hatchery Intake System	$	450,000
(3)	Oregon Department of Aviation:		
(a)	Condon State Airport, Renovations	$	2,035,000
(b)	McDermitt State Airport,		
	[*Rehabilitation*	*$*	*1,815,000*]
	Rehabilitation	**$**	**2,336,380**
(c)	Aurora State Airport, Apron/ Taxiway and Taxilane Project	$	1,170,000
(4)	Department of Veterans' Affairs, The Dalles Veterans' Home Renovation	$	3,302,891

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SECTION 6. **This 2018 Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this 2018 Act takes effect on its passage.**

Passed by Senate March 3, 2018

.....
Lori L. Brocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House March 3, 2018

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2018

Approved:

.....M.,....., 2018

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2018

.....
Dennis Richardson, Secretary of State

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SB 5701 A BUDGET REPORT and MEASURE SUMMARY **Carrier:** Rep. Holvey

Joint Committee On Ways and Means

Action Date:	03/02/18
Action:	Do Pass the A-Eng bill.
House Vote	
Yeas:	11 - Gomberg, Holvey, McLane, Nathanson, Noble, Rayfield, Smith G, Smith Warner, Stark, Whisnant, Williamson
Senate Vote	
Yeas:	11 - DeBoer, Frederick, Girod, Hansell, Johnson, Manning Jr, Monroe, President Courtney, Roblan, Steiner Hayward, Thomsen
Exc:	1 - Winters
Prepared By:	Jean Gabriel, Department of Administrative Services
Reviewed By:	Amanda Beitel, Legislative Fiscal Office

Capital Construction – Various Agencies
2017-19

Capital Construction – Oregon Military Department
2015-17

Capital Construction – Department of Aviation
2015-17

Budget Summary

	2017-19 Legislatively Approved Budget	2018 Committee Recommendation	2018 Session Adjustments 2017-19
Other Funds	$ 738,319,541	$ 828,489,681	$ 90,170,140
Federal Funds	$ 4,792,500	$ 17,264,638	$ 12,472,138
Total	$ 743,112,041	$ 845,754,319	$ 102,642,278

	2015-17 Legislatively Approved Budget	2018 Committee Recommendation	2018 Session Adjustments 2015-17
Other Funds	$ 605,971,381	$ 606,408,039	$ 436,658
Federal Funds	$ 35,385,892	$ 35,907,272	$ 521,380
Total	$ 641,357,273	$ 642,315,311	$ 958,038

Summary of Revenue Changes

Other Funds revenues include proceeds from the issuance of general obligation bonds authorized under Article XI-Q, XI-G, and XI-F (1) of Oregon's Constitution, proceeds from the issuance of lottery revenue bonds, parking funds deposited in the Department of Administrative Services Capital Projects Fund established by ORS 276.005, reserves of the Veterans' Home Program, the Oregon Military Department Capital Construction Account, aircraft registration fees assessed in accordance with ORS 837.040 and 837.045, and interest earnings on bond proceeds. Federal Funds revenues are from the U.S. Department of Veterans' Affairs, Federal Aviation Administration, and National Guard Bureau.

Summary of Capital Construction Subcommittee Action

SB 5701 establishes and increases six-year expenditure limitations for capital construction projects. Projects in excess of $1.0 million for the acquisition of land and the acquisition, planning, constructing, altering, repairing, furnishing, and equipping of buildings and facilities are categorized as capital construction projects.

Oregon Department of Administrative Services

Oregon Resilience Buildings: Approved a $2,500,000 increase in Other Funds (Capital Projects Fund) expenditure limitation for the Mission Critical Facility Yellow Lot Building project that was established in the 2017 legislative session for planning related to a seismically resilient facility to be located on the yellow lot (Oregon Resilience Building). The increase brings total Other Funds capital construction limitation approved for the project to $7,079,431. In addition, the Subcommittee approved updating the project name to reflect that planning activities will also cover an ancillary parking structure and power plant, the Oregon Resilience Building 2, that would be built on the red lot.

Department of Corrections

Capital Improvements and Renewal: Approved a $54,000 increase in Other Funds (interest) expenditure limitation for the Capital Improvements and Renewal project that was established in the 2017 legislative session to make improvements in several facilities. The increase brings total Other Funds capital construction limitation approved for the project to $26,347,534. The Department has earned interest on proceeds from the 2015F Article XI-Q general obligation bond sale that will be used to complete existing capital improvement projects, including completion of a rooftop HVAC upgrade and water system re-piping project.

Department of Veterans' Affairs

The Dalles Veterans' Home Capital Improvements: Approved establishing $3,922,053 Federal Funds (U.S. Department of Veterans' Affairs construction grant) and $2,111,875 Other Funds (Veterans' Home Program reserves) expenditure limitation for upgrades to the Oregon Veterans' Home in The Dalles. The project includes replacing the roof, siding, and fascia; adding airlock areas near exterior doors; upgrading two exterior garden areas; replacing an industrial water heater; and replacing interior window sills in resident rooms.

Lebanon Veterans' Home Capital Improvements: Approved establishing $2,425,085 Federal Funds (U.S. Department of Veterans' Affairs construction grant) and $1,305,815 Other Funds (Veterans' Home Program reserves) expenditure limitation for upgrades to the Edward C. Allworth Veterans Home in Lebanon. The project includes addition of a memory-care activity room; construction of a multi-purpose building for medical office space, staff offices, and training rooms; construction of a storage building; and upgrading the heating and cooling system.

Legislative Administration Committee

Capitol Accessibility, Maintenance, and Safety: Approved a $9,548,450 increase in Other Funds (Article XI-Q bonds) expenditure limitation for the Capitol Accessibility, Maintenance, and Safety project that was established in the 2017 legislative session to finance capital improvements to the State Capitol Building. The increase brings total 2017-19 Other Funds capital construction limitation approved for the project to $23,269,092 and the total approved amount for the project to approximately $60 million.

Oregon Military Department

Camp Umatilla Facilities Biomass Heating Upgrades: Approved establishing $6,125,000 Federal Funds (National Guard Bureau) expenditure limitation to convert boilers from propane fuel to wood pellet fuel at Camp Umatilla. Decentralized wood-pellet boiler heating systems will be installed in eleven buildings on the Umatilla Training Center site.

Oregon Military Museum: Approved a $378,726 increase in Other Funds (Capital Construction Account) expenditure limitation for the 2015-17 Oregon Military Museum capital project. The increase brings total Other Funds capital construction limitation approved for the project to $1,104,689 and will allow the Oregon Military Department to expend donations for the design and construction of a research library in the new museum.

Department of Aviation

McDermitt State Airport Rehabilitation: Approved a $521,380 increase in Federal Funds (Federal Aviation Administration) and $57,932 increase in Other Funds (aircraft registration fees) expenditure limitation for the 2015-17 McDermitt State Airport Rehabilitation project. The increases bring total capital construction limitation approved for the project to $2,336,380 Federal Funds and $259,599 Other Funds to accommodate higher construction costs.

Higher Education Coordinating Commission (HECC)

The Subcommittee approved a $74,650,000 increase in Other Funds capital construction six-year expenditure limitation for distribution of general obligation and lottery revenue bond proceeds to public universities. This amount corresponds to the total project amounts for three new university projects and increases in three previously approved projects. Projects are funded with proceeds from the issuance of Article XI-G bonds, Article XI-Q bonds, Article XI-F (1), and Lottery Revenue bonds and will be disbursed as grants or loans, as applicable, pursuant to grant contracts and loan agreements between HECC and each university. Project descriptions are included in SB 5702. The expenditure limitation will expire June 30, 2023.

DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

SB 5701-A

Various Agencies
Jean Gabriel 503-378-3107

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS	FEDERAL FUNDS	TOTAL FUNDS	POS	FTE
COMMITTEE AUTHORIZATIONS							
EDUCATION PROGRAM AREA							
Higher Education Coordinating Commission							
EOU - Field House Facility	$ -	$ -	$ 9,000,000	$ -	$ 9,000,000	0	0.00
EOU - Track and Field Facilities Restoration	$ -	$ -	$ 350,000	$ -	$ 350,000	0	0.00
OSU - Cascades Expansion - Academic Building 2	$ -	$ -	$ 39,000,000	$ -	$ 39,000,000	0	0.00
SOU - Boiler Replacement	$ -	$ -	$ 2,800,000	$ -	$ 2,800,000	0	0.00
UO - Campus for Accelerating Scientific Impact	$ -	$ -	$ 20,000,000	$ -	$ 20,000,000	0	0.00
WOU - Natural Sciences Building Renovation	$ -	$ -	$ 3,500,000	$ -	$ 3,500,000	0	0.00
ADMINISTRATION PROGRAM AREA							
Oregon Department of Administrative Services							
Oregon Resilience Buildings	$ -	$ -	$ 2,500,000	$ -	$ 2,500,000	0	0.00
PUBLIC SAFETY PROGRAM AREA							
Department of Corrections							
Capital Improvements and Renewal	$ -	$ -	$ 54,000	$ -	$ 54,000	0	0.00
Oregon Military Department							
Camp Umatilla Facilities Biomass Heating Upgrades	$ -	$ -	$ -	$ 6,125,000	$ 6,125,000	0	0.00
ECONOMIC AND COMMUNITY DEVELOPMENT PROGRAM AREA							
Oregon Department of Veterans' Affairs							
The Dalles Veterans' Home Capital Improvements	$ -	$ -	$ 2,111,875	$ 3,922,053	$ 6,033,928	0	0.00
Lebanon Veterans' Home Capital Improvements	$ -	$ -	$ 1,305,815	$ 2,425,085	$ 3,730,900	0	0.00

LEGISLATIVE PROGRAM AREA

Legislative Administration Committee						
Capitol Accessibility, Maintenance, and Safety	$ -	$ -	$ 9,548,450	$ -	$ 9,548,450	0	0.00
TOTAL	$ -	$ -	$ 90,170,140	$ 12,472,138	$ 102,642,278	0	0.00

2015-17 Supplemental Expenditure Limitation Adjustments

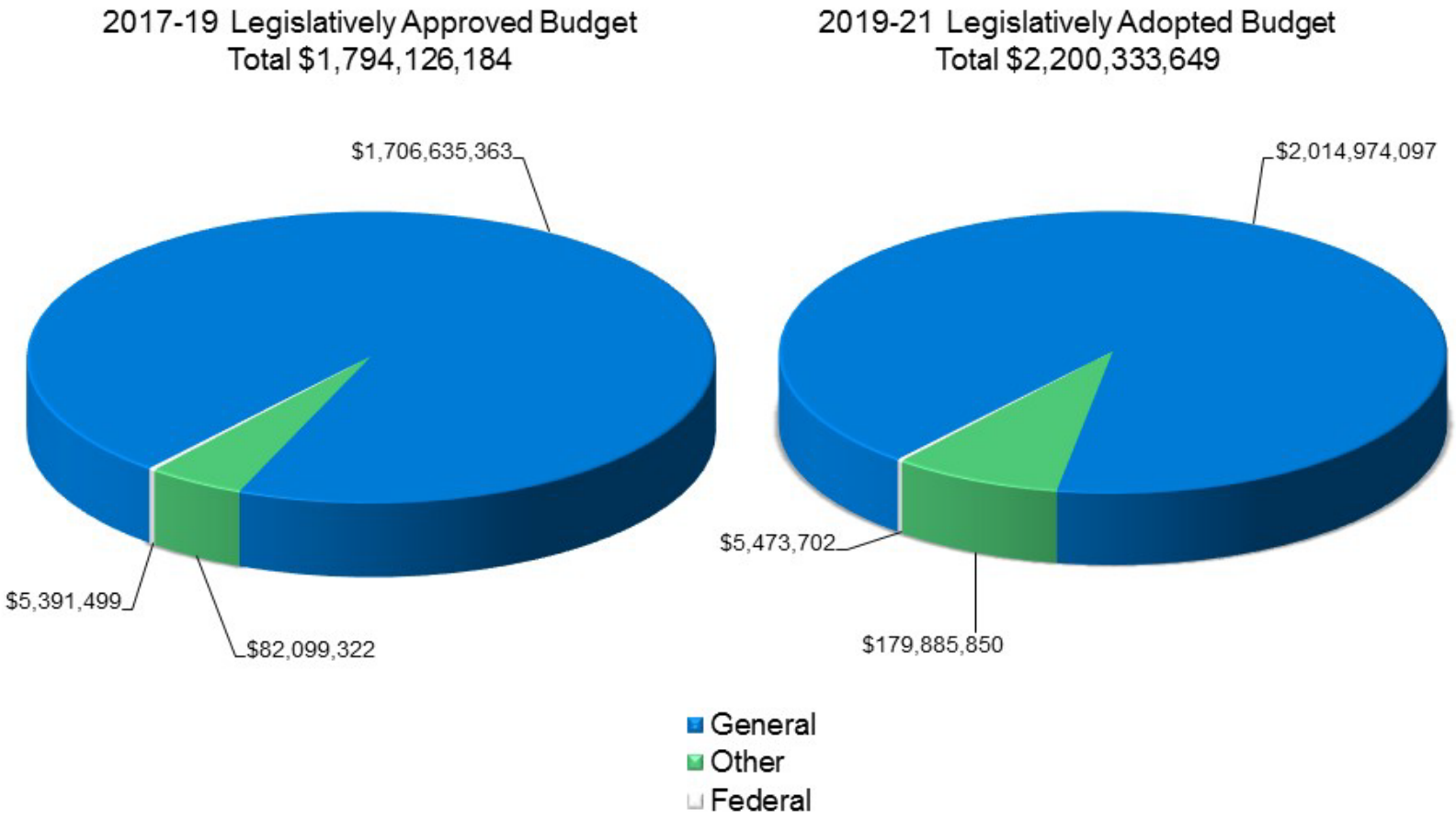
Oregon Military Department						
Oregon Military Museum	$ -	$ -	$ 378,726	$ -	$ 378,726	0	0.00
Department of Aviation						
McDermitt State Airport Rehabilitation	$ -	$ -	$ 57,932	$ 521,380	$ 579,312	0	0.00

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Oregon Department of Corrections

All Funds

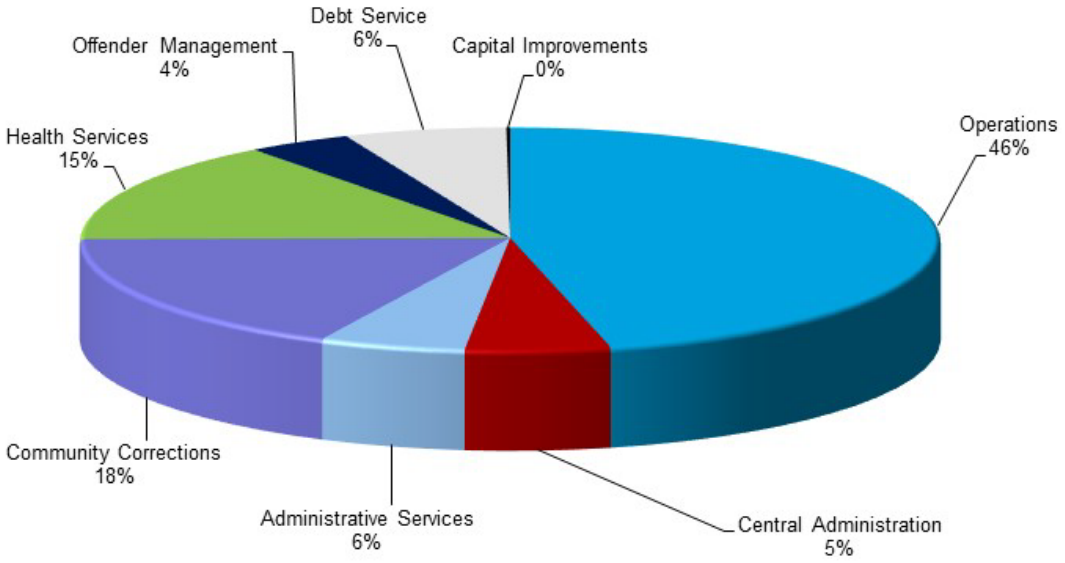
Comparison between 2017-19 Legislatively Approved Budget and 2019-21 Agency Request Budget



Oregon Department of Corrections

2019-21 Agency Request Budget

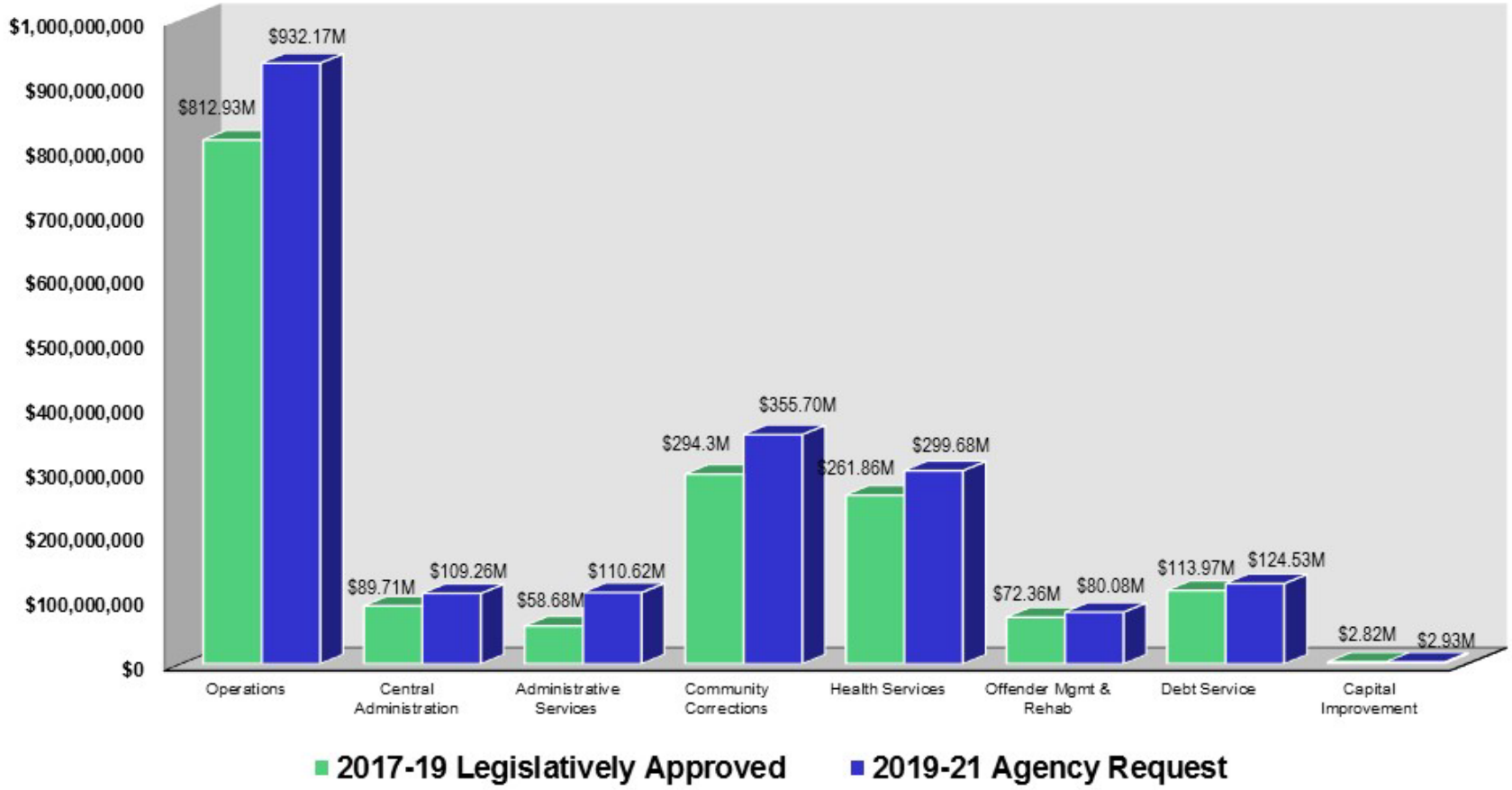
General Fund Budget by Division



Division	Dollars
Operations	$932,170,161
Central Administration	109,263,326
Administrative Services	110,617,850
Community Corrections	355,696,804
Health Services	299,676,232
Offender Management	80,083,563
Debt Service	124,534,360
Capital Improvements	2,931,801
Total	$2,014,974,097

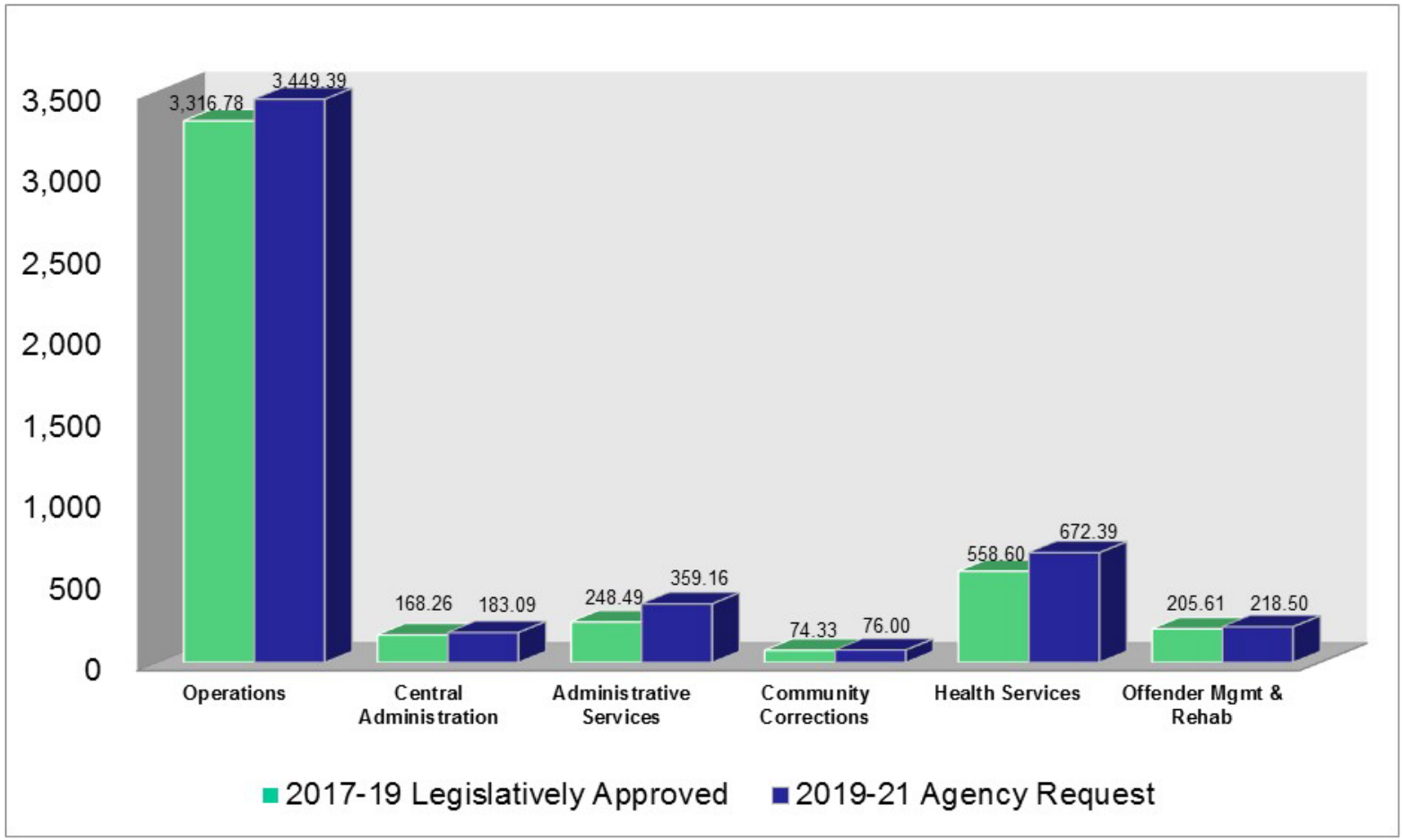
Oregon Department of Corrections
General Fund

Comparison between 2017-19 Legislatively Approved Budget and 2019-21 Agency Request Budget



Oregon Department of Corrections
Full Time Equivalent (FTE)

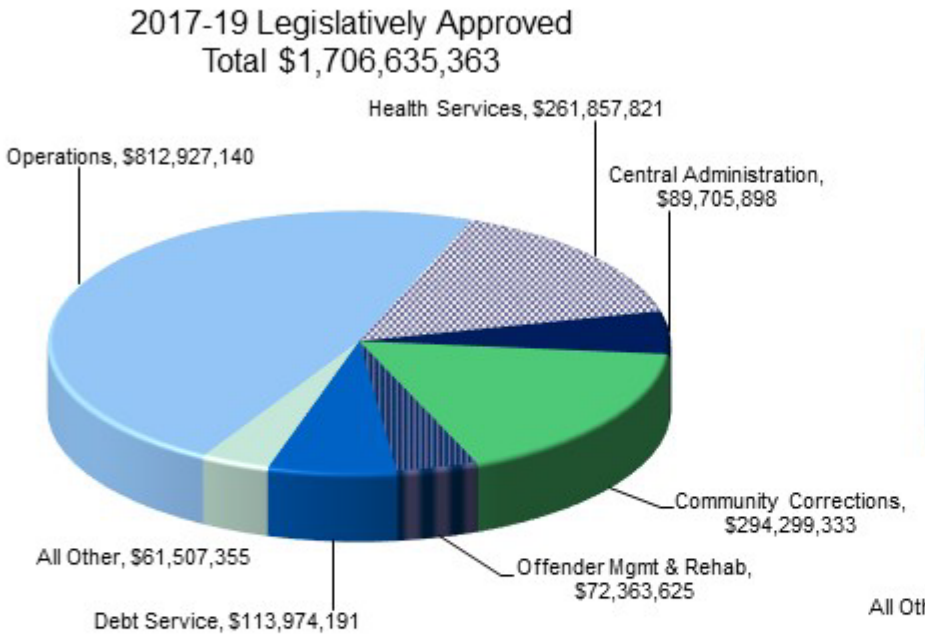
Comparison between 2017-19 Legislatively Approved Budget and 2019-21 Agency Request Budget

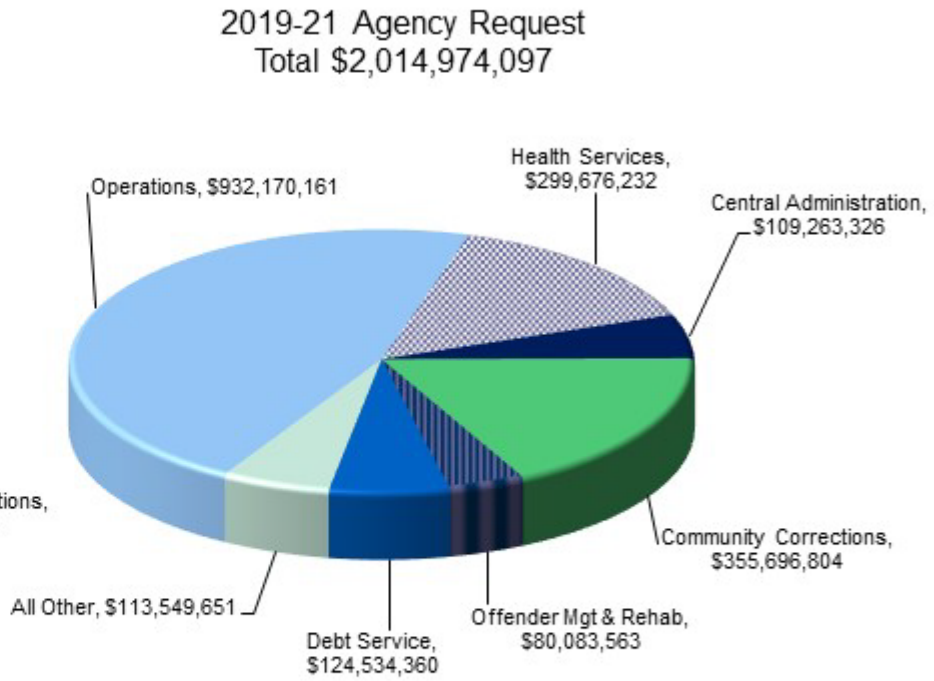


Oregon Department of Corrections

General Fund

Comparison between 2017-19 Legislatively Approved and 2019-21 Agency Request Budget





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 DOC 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.*

DOC's **mission** 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.*

After an incredible amount of hard work by staff from across the state, DOC developed Destination 2026. Destination 2026 is the agency's 10 year strategic plan with the goal for DOC to become the public safety employer of choice with innovative employees who transform lives. It is a roadmap for our future that provides a filter for decision making and establishing priorities, aligns DOC's Leadership Team, and will result in consistency. In addition, it helps solidify our organizational identity and culture.

The major areas we are targeting for change over a 10 year period include:

- Dramatic increase in staff wellness and life expectancy;
- Emphasis on valuing employees and families;
- Significant decline in mandatory overtime;
- Strengthen culture of employees treating each other with respect;
- The public will value the work of corrections professionals;
- AICs will be in the right bed at the right time;
- Individuals pay towards court-ordered restitution;

- Funding will meet agency needs;
- Availability of modern tools and technology;
- Management and leadership development;
- Creates an environment of pride and engagement; and
- Attracting and retaining a diverse workforce who are proud to work for corrections

Destination 2026, while a strategic vision, does not replace our Shared Vision. DOC's Shared Vision is enduring and aspirational, while Destination 2026 is time-based, tactical, and achievement-oriented with clear targets and tangible strategies. It also does not replace the department's CORE performance measurements. Rather, it aligns with CORE, and this routine work must continue.

Destination 2026 is allocated into five essential areas. Each area is further defined on the strategic initiatives four year plan providing focus for success.

PRIDE - People & Skills

- Attract and retain diverse workforce of the best and brightest.
- Develop practices, processes, and systems predicting the agency's needs and provide a diverse, sustainable, and qualified workforce.
- Develop a 40-hour training program for all managers.
- Identify the framework to approach a leadership development program.

STRENGTH - Employee Wellness

- Strive for all employees to be well in eight dimensions.
- Develop ways to help cultivate a workforce with healthy minds and bodies.
- Develop a consistent approach for reducing mandatory overtime.

RESPECT - Culture

- Equip managers to successfully model and support a respectful work environment.

PROTECT - Corrections Outcomes

- Ensure AIC housing matches needs.
- Determine the needs of the AIC population compared with services we currently offer to determine what additional services we may need to implement to address those needs (this includes medical and mental health, and program needs).

- Analyze programmatic and space needs to predict the agency's future facility needs align with our mission.
- Analyze our current case management model and identify ways to enhance case management ensuring it is evidence-based and gender responsive.
- Maintain and improve central data management.
- Enhance and maintain Thin Client.

SERVE - Re-Entry & Supervision

- Identify automation needs in order to implement collection of AIC funds for the purposes of paying towards victim restitution and other financial obligations.
- Ensure programs and work opportunities are effective.

Agency Strategic Business Plan

Business Strategy

To accomplish its mission, the Oregon Department of Corrections (DOC) 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 individuals 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 case plan is developed for each AIC that addresses his or her criminal risk factors in order to enhance successful reintegration into the community and reduce recidivism.
2. Staff hold AICs accountable by providing both positive and negative consequences to behavior, by modeling pro-social behavior, and by guiding AICs toward pro-social behavior in concert with their case plans and individualized interventions.
3. AICs prepare for community living through specific interventions related to their case plans, such as work, education, and focused treatment and re-entry programs.
4. AICs 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 AICs, community stakeholders, and community corrections.
6. Supervision in the community – consistent with the case plan and these principles – is essential to reducing recidivism for those released from prison.

Performance Management and Process Improvement

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 Correctional Outcomes through Research and Engagement (CORE), which is the agency's performance management system. It allows the agency to identify opportunities to improve and streamline processes, use

data to identify constraints, effectively use resources, and, ultimately promote public safety. CORE also provides employees with opportunities to influence and improve the fundamental ways we do business.

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). For those measures in yellow and red, the agency is employing process improvement efforts in those areas. CORE measurements are noted in each of the program narratives of this document.

CORE is leading to strong outcomes including:

- Increased efficiencies.
- 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.

10 Year Strategic Plan

In early 2016, DOC unveiled its 10 year strategic plan, called Destination 2026, which is a roadmap for DOC's future that will provide a filter for decision-making and establishing priorities, aligns the DOC Leadership Team, and results in consistency. It will also help solidify the agency's organizational identity and culture. Destination 2026 – a specific 10 year goal – is for DOC to become the public safety employer of choice with innovative employees who transform lives.

Destination 2026 is broken down into five key areas: people and skills, employee wellness, culture, corrections outcomes, and re-entry and supervision. For each of these five areas, the agency has defined what success will look like in 10 years, and has identified the targeted work the agency will need to complete in order to achieve the 10 year goal. As a starting point, the agency has broken down each category into four-year goals with associated objectives and strategies. More detail is included in the "Agency Two-Year Plan" section below and the "Initiatives and Accomplishments" section later in this document.

Agency Two-Year Plan

Over the next two years, the agency will undertake a number of initiatives in an effort to achieve the following four-year goals and objectives:

- Goal: The agency attracts and retains a diverse workforce of the best and the brightest
    - Objective: 100 percent of managers have completed management training
    - Objective: 100 percent of identified managers have completed leadership training

- Goal: Employees model wellness in all eight dimensions
  - Objective: Baseline wellness data collected
  - Objective: Employees are educated on the eight dimensions of wellness
  - Objective: Wellness resources are expanded towards all eight dimensions
  - Objective: Wellness funding is secured
- Goal: Mandatory overtime is reduced
  - Objective: Mandatory overtime is reduced by 20 percent
- Goal: Managers model and support a respectful environment
  - Objective: 50 percent of employees respond favorably to survey questions about culture
  - Objective: Manager effectiveness assessments are implemented
- Goal: Housing matches needs for AICs
  - Objective: 50 percent of AICs are in the right bed at the right time
- Goal: Technology is enhanced
  - Objective: Technology funding is secured
- Goal: The agency is prepared for all hazards
  - Objective: All staff are trained on emergency preparedness protocols for the worksite, as well as, planning for the home
- Goal: Programs and work opportunities (for AICs and individuals on supervision) are effective
  - Objective: Programs and work opportunities offered meet effectiveness criteria
- Goal: AICs pay toward their court-ordered fines, fees and victim restitution
  - Objective: Begin restitution collection for level 1 priorities and develop a process for level 2 and 3 priorities

Program Descriptions

The operating budget for the Department of Corrections is organized into six Program Units for budget presentation. The six Program units are (003) – Operations, (004) – Central Administration, (006) – Administrative Services, (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 for Oregon's incarcerated adult felony population (and juveniles sentenced under Measure 11, [1994]). Current law allows DOC to house individuals over the age of 18. Anyone under 18 will be housed in an Oregon Youth Authority facility. 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 five administrative units:

- Institutions
    - Oregon State Penitentiary, 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 medium facility operated as a minimum; inactive minimum facility)

- Chief of Security – responsible for institution peer security audits, emergency preparedness, Special Weapons and Tactics (SWAT) teams, Crisis Negotiator Teams, staff deployment, and adult in custody (AIC) transport.
- Central Services – includes central budget management, automation, policy development, food service administration, AIC work programs, and emergency preparedness.
- Administration – includes policy oversight and implementation strategies for consistent prison operations.
- Health Services – In previous biennia, Health Services was administered by Operations Division Administration, however, oversight for this work unit has transferred to the Offender Management & Rehabilitation Division.

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

Fund Type	Expenditures	Positions	FTE
General Fund	$932,170,161	3438	3418.39
Other Funds	$18,179,209	31	31.00
Federal Funds	$0		
Total Funds	$950,349,370	3469	3449.39

Central Administration

Central Administration includes the Office of the Director, Office of Internal Audits, Office of the Chief Financial Officer, Office of Communications, Office of Research & Evaluation, Office of Government Efficiencies, and the Office of the Inspector General.

Central Administration provides overall leadership to the agency through the DOC Executive Team, which is composed of the Director, Deputy Director, five Assistant Directors, the Chief Financial Officer, the Communications Administrator, and the OCE Administrator. 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 communications. Further driving program objectives and services is the continued implementation of the OAM, CORE, and the agency's 10 year strategic plan.

Fund Type	Expenditures	Positions	FTE
General Fund	$109,263,326	178	177.09
Other Funds	$3,769,646	6	6.00
Federal Funs	$1,039,222		
Total Funds	$114,072,194	184	183.09

Administrative Services

The Administrative Services Division is the backbone of the Department of Corrections (DOC), providing services that are fundamental to its day-to-day operations. Administrative Services includes the following services, which support the foundation upon which DOC operates safe, secure, and civil institutions aimed at holding offenders accountable and reducing the risk of future criminal behavior.

- 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 (AICs) (clothing, hygiene, and general sanitation items).
- Facilities Services – administers repair and maintenance programs for existing institutions.
- Information Technology Services – provides central support, management, and maintenance of information technology activities, including computer services, for more than 6,000 users (including community corrections staff in all 36 counties).

In addition, the Administrative 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 AICs;
- Tracking energy and water conservation efforts, implementing reduction strategies and employee engagement awareness;
- Managing restoration efforts of Savanna Haven and Junction City wetlands;
- Green chemistry and integrated pest management oversight;
- Implementing sustainable job programming for AICs in recycling, beekeeping, sustainable gardening, endangered species rearing, and native plant propagation for habitat restoration;
- Collaboration with stakeholders in the community for restoration efforts of various butterfly and sage grouse habitats; and
- Liaison to Sustainability in Prisons Project Network and various sustainability committees.

Fund Type	Expenditures	Positions	FTE
General Fund	$110,617,850	326	325.35
Other Funds	$9,512,738	34	33.81
Federal Funds	$0		
Total Funds	$120,130,588	360	359.16

Community Corrections

The Community Corrections Division provides funding for the management and supervision of approximately 31,000 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 the Department of Corrections.

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 review counties' compliance with intergovernmental agreements, 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, 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 prison releases to other states);
- Oversees the department's Short-Term Transitional Leave Program;
- Oversees the Family Sentencing Alternative Pilot Program; and
- Provides inspections, lockups, temporary holds, and juvenile detention facilities in counties and municipalities (with the exception of any facilities that are operated by a sheriff).

Fund Type	Expenditures	Positions	FTE
General Fund	$355,696,804	76	76.00
Other Funds	$7,252,638		
Federal Funds	$0		
Total Funds	$362,949,442	76	76.00

Health Services

The Health Services unit provides legally-mandated medical, dental, mental health, and pharmacy services to all adults in custody. To accomplish this effectively and efficiently, Health Services 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; and
- 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, and other licensed professionals.

Fund Type	Expenditures	Positions	FTE
General Fund	$299,676,232	696	672.39
Other Funds	$715,055		
Federal Funds	$3,494,360		
Total Funds	$303,885,647	696	672.39

Offender Management & Rehabilitation

The Offender Management & Rehabilitation (OMR) is responsible for carrying out the Department of Corrections (DOCs) mission of reducing the risk of future criminal behavior. The division encompasses all the units that are involved from the day starting from when an individual enters DOC custody until the day the person leaves. This is based on the philosophy that transition back to the community begins on day one in prison.

The OMR 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, and maintains all offender records in the state.
- Office of Population Management (OPM) – ensures the efficient movement and housing of all adults in custody (AICs) in state, out-of-state, in other jurisdictions, and those with special needs.
- Correctional Case Management (CCM)—maintains high standards of evidence-based case management, placing correctional counselors at the center of collaborative and multi-disciplinary services, tailor-made for AICs based on individual risks, needs and responsivity factors.
- Programs and Social Support Services – responsible for the overall planning, coordination, and management of the agency's behavioral change programs, statewide volunteer program, victim services, and the Inmate Services Unit. Coordinates engagement of social support services including children of incarcerated parents, mentors, and friends and family.
- Education– provides a continuum of education, including Adult Basic Skills Development (ABE, GED, and ESL), work-based education programs, and apprenticeship training opportunities to AICs housed across DOC facilities.
- Religious Services – provides a wide continuum of faith-based services including worship services, meditation, religious study and music programs, anger management, and pastoral counseling to meet rehabilitative as well as constitutional and legal mandates.
- Re-Entry and Release – provides education, planning, transition services, and release preparation services to AICs. This unit also manages the Governor's Re-Entry Council and initiatives, projects, and other endeavors concerning successful transition from prison to the community.
- Health Services – provides medical, dental, mental health, treatment and pharmacy services at each institution to the entire AIC population.

In 2017, DOC operationally moved the Health Services Unit from the Operations Division to the Offender Management & Rehabilitation Division, making mental, physical, pharmaceutical and dental healthcare a part of the holistic rehabilitation of AICs. The Health Services budget is separate for this narrative as this organizational change has not yet occurred in the budget structure.

Fund Type	Expenditures	Positions	FTE
General Fund	$80,083,563	218	217.50
Other Funds	$10,209,756	1	1.00
Federal Funds	$0		
Total Funds	$90,293,319	219	218.50

Oregon Corrections Enterprises

Oregon Corrections Enterprises (OCE) is a semi-independent state agency whose administrator reports to the Department of Corrections (DOC) Director and is a member of DOC's Executive Team. The two agencies' missions go hand-in-hand. Established in 1999 through the passage of Ballot Measure 68, OCE plays an important role in carrying out Ballot Measure 17, the constitutional mandate to engage adults in custody (AICs) in meaningful work or job-training programs. OCE does not receive government funds; instead, it is funded through sales of its services and products to the private and public sectors.

The mission of OCE, in partnership with DOC, is to promote public safety by providing AICs with work and training opportunities in a self-sustaining organization. Working with DOC, OCE seeks partnerships with other agencies and private organizations to provide work and training programs for AICs that mirror real-world job experiences. Current OCE work programs include contact centers, sewing and embroidery, wood and metal fabrication, laundry, printing and mail fulfillment, digital scanning, survey services, and a sign shop.

OCE plays an important role in implementing DOC's Oregon Accountability Model. Through developing positive work ethics and job skills, OCE assists AICs 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 AICs assigned to OCE work assignments by 11 percent.

Environmental Factors

Several environmental factors play a significant role in affecting DOC operations. The following provides a description of a few of these environmental factors.

- **Prison Population –** Until the passage of comprehensive public safety reform in Oregon during the 2013 Legislative Session, the prison population had been rapidly expanding. HB 3194 (2013) and HB 3078 (2017) essentially flat-lined the estimated prison population over a 10 year period, avoiding the need to open both the Junction City Correctional Institution (JCCI) for men and re-opening the Oregon State Penitentiary Minimum (OSPM) facility for women. However, prior to the passage of HB 3078 (2017), changes in the male prison population forecast produced by the Department of Administrative Services, Office of Economic Analysis (OEA) prompted DOC to change course. With legislative and Governor's Office approval, in February 2016, the agency shifted the inmate population from the minimum facility at Deer Ridge Correctional Facility (Madras) to the medium facility, which had greater capacity (the agency is operating that facility as a minimum, even though it was designed as a medium). With subsequent approval from the Emergency Board, the agency opened 200 additional beds in that facility based on changes to the actual and forecasted population.

The constitutionality of some components of HB 3078 (2017), and the outcome of that case (estimated to go before the Oregon Supreme Court in September 2018) may have an impact on subsequent OEA forecasts.

- **Temporary and Emergency Beds** – A critical factor in determining the best approach to DOC's housing plan is the agency's use of temporary and emergency beds. Over the past five biennia, DOC has been managing its population with an increasing number of temporary and emergency beds. The agency currently has 868 of these beds in use. This can create unsafe conditions for both staff and adults in custody (AICs), is not sound correctional practice, and limits the agency's ability to safely house AICs should there be an actual emergency.

- **Offender Characteristics/Needs –** DOC continues to face an increasing number of individuals entering its custody with mental health issues, to the point that DOC has become the largest mental health provider in the state. Of DOC's total population, more than half has some mental health diagnosis. In addition, the AIC population is aging. While the percentage of AICs younger than 30 is showing a steady decline, those over 45 are growing rapidly. Both the aging and mentally ill population present treatment challenges and contribute to the growing cost of health care within DOC.

- **Prison Rape Elimination Act –** PREA was enacted in 2003, and new national standards became final in August 2012. The national standards create new requirements to ensure the safety and security of AICs. These requirements include enhanced video monitoring and changes to facility layouts and other security features. Every state corrections department, juvenile corrections agency, private prison, federal prison, and jail has an obligation to comply with PREA standards, and each agency is to complete an audit every three years on all their facilities. DOC's annual PREA report can be found on the agency website.

- **Public Safety Applicant Crisis –** For some time, DOC has faced recruitment and retention challenges. Those challenges have been heightened in recent years due to a negative perception of public safety professionals, part of which stems from media portrayal of several high-profile negative incidents across the country involving law enforcement. Because of this, one of DOC's primary agency initiatives has focused on workforce development and recruitment efforts. The concerns are most acute in the security and health care sectors, where DOC completes with county community corrections entities and the private sector, respectively. Furthermore, because we built so many prisons 20 to 25 years ago, DOC has a disproportional number of eligible retirees, 52 percent in the coming two years.

- **Deferred Maintenance Costs –** For decades, DOC requested (and received) Other Funds deferred maintenance funding to address repairs and maintenance to the nearly $2.5 billion in buildings and infrastructure. With the statewide shift away from using bond financing for anything but capitalized new construction and capital renewal, the agency must now depend on General Fund for maintenance and repairs for all of the complex facilities and systems across the state. While many projects still meet the criteria for capitalized capital renewal projects (replacement of roofs, system replacement, etc.) and remain a part of the agency's Other Funds Capital Construction and Capital Renewal request, DOC has no General Fund deferred maintenance budget beyond Capital Improvement (that can only be used for capitalized projects under $1 million). As such, the agency must

now repeatedly request funds from the Emergency Board for any repair and maintenance projects – of which the agency as significant need.

Agency Initiatives & Accomplishments

The 2017-19 biennium was a continuation of several important initiatives that began in the prior biennium and a continued focus on performance management, process improvement, and stakeholder relationships. The agency also undertook several new initiatives (some of which will continue into 2019-2021). The following provides a highlight of several of these initiatives.

- **Employee Wellness –** Research in recent years has brought local and national awareness to the negative trends in the health and wellbeing of correctional professionals, and to the importance of improving and sustaining the health and wellness of correctional employees. The employee wellness initiative is a continuation of the work that began during the 2015-2017 biennium, with the first phase of the initiative comprised of gathering baseline wellness data of all employees. The survey was administered during the fall of 2016. The survey was well received, with 59 percent (2,685 participants) of employees completing the survey. The results of the survey confirmed many of the health risks that the national research has identified. The most common themes and comments from employees related to organizational issues, specifically with regards to a negative work environment as well as staffing, and scheduling issues. The survey clearly reflected that employees want agency leadership to focus on organizational and environmental issues related to wellness. More specifically, the survey identified:

    - About one in three respondents reported high or borderline high blood pressure in the past year and the same ratio reported high or borderline high blood cholesterol during the same time frame;
    - 81 of respondents are overweight or obese;
    - 43 percent reported one or more incidents of binge drinking in the past year (defined as >four drinks in a sitting for women and >five drinks for men);
    - About half (46 percent) of respondents, reported an average of six hours or less of sleep per night;
    - About one in every six respondents reported anxiety or traumatic stress; and
    - 14 percent of respondents reported depression.

During the 2017-2019 biennium, the employee wellness initiative continued into phase 2 with the initiative team tasked to move the agency forward using the data and recommendations resulting from the phase 1 work. The team was chartered to update the Department of Corrections (DOC) employee wellness policy, identify effective programs that support employee wellness, and develop recommendations for improving the work environment to enhance wellness as well as to guide the agency into compliance with the Governor's Executive Order on employee wellness. Currently wellness efforts are guided by an initiative committee referred to as the DOC Wellness Council. The council is sponsored by an executive team member, chaired by an institution superintendent, assigned a

project manager, including numerous council members. This council is currently developing recommendations regarding future agency structure that will include establishing a wellness office whose responsibility it will be to coordinate agency wellness programs. Lastly, the team is also coordinating their efforts to ensure alignment with the Governors Executive Order on State Agency Employee Wellness (17-01). This body of work includes developing the agency's wellness plan, establishing measurable outcomes and objectives relating to employee wellness, creating a wellness council, and providing direction to the agency through wellness policies and procedures, with the clear goal of improving overall employee well-being.

Phase 2 efforts thus far have been focused toward building upon the foundation laid and data collected from Phase 1. Employee concerns regarding staffing issues and mandatory overtime were identified as top priorities for the agency to address. DOC's 10-year strategic plan includes a mandatory reduction in overtime goal of 50 percent by the year 2026. Additionally, the agency is in the process of improving staff breakrooms and lunchrooms. Furthermore, the department as committed to promoting and offering wellness programs that have proven to have a positive return on investment and mitigate workplace stressors. Such programs include Healthy Team Healthy U, which as an agency, has 54 percent participation in the program. DOC continues to see the benefits that have come from meditation and mindfulness programs such as the DOC Staff Wellness and Resiliency Program, which has resulted in 550 staff completing this program. DOC is also in the process of rolling out the virtual reality meditation app Provata VR and will provide virtual reality goggles available to staff at their worksites.

- **Workforce Planning and Diversity –** Given high numbers of potential retirees, 35 percent of DOC staff are eligible to retire today, and 52 percent are eligible to retire in the next two years. HR challenges, such as regular turnover and key position vacancies, is the reason Human Resources Division continues their work on the "Workforce Planning and Diversity" initiative targeted to develop a comprehensive and transparent employment selection process that ensures consistency and fairness while producing a diverse, sustainable, and qualified workforce. The Workforce Planning Initiative team began their work in July 2015 focusing their efforts on the following five areas and will conclude their work in the summer of 2018 with the release of a comprehensive recruitment guide and an established training module. Both the recruitment guide and the training curriculum will help hiring managers navigate the hiring and selection process:

    - Appropriate hiring selection tools and methods;
    - Applicant background and reference check process;
    - Creation of documents for a recruitment guide as well as for use in the selection and hiring process;
    - Training around the recruitment, selection and hiring process; and
    - Management of the trial service period.

- **Safe Alternatives to Segregation and Optimizing Special Housing Beds –** In May 2015, Oregon applied for and was selected as one of five correctional systems in the country to participate in the Vera Institute of Justice's Safe Alternatives to Segregation Initiative. As part of the initiative, Vera provided DOC with technical assistance focused on analyzing its use of

segregated housing. Vera provided recommendations to DOC, and in response, DOC's Optimizing Special Housing Beds Initiative team prioritized and has implemented the following improvements during the 2017-2019 biennium:

- Elimination of Disciplinary Segregation as a sanction for all minor misconducts (level V and VI violations);
- Reduction in the maximum length of stay in Disciplinary Segregation Units (DSU);
- Change of multiple practices and policies related to DSU placement; and
- Initiated repurposing 72-bed Intensive Management Unit to general population (GP) beds with a reopen date in the fall of 2018.
- Enhancement of supports, structured activities, and programming in GP to prevent DSU placement, which includes:
  - Piloting of the University of Cincinnati's DSU Prevention program (10-week cognitive behavioral intervention) at Snake River Correctional Institution for adults in custody (AICs) identified as most likely to exhibit behaviors that lead to disciplinary segregation.
  - Enhancement of DOC's case management practices to ensure that AICs receive appropriate supervision from their counselors;
  - Addition of Blue Rooms (de-escalation rooms) at Coffee Creek Correctional Institution, Oregon State Penitentiary, Two Rivers Correctional Institution, and Eastern Oregon Correctional Institution;
  - Through a multi-disciplinary team process, institutions will approve early incentive level moves when appropriate.
- Improvement of confinement conditions in all segregated housing units by:
  - Extending out-of-cell time for all AICs;
  - Increasing programming in DSU;
  - Implementing incentives (TV's, phones, tablets, increased out-of-cell time) for AICs assigned to DSU; and
  - Piloting University of Cincinnati's administrative segregation Cognitive Behavioral Therapy (CBT), out-of-cell, instructor led programming to facilitate AICs transition back to General Population and reduce the behaviors that led to their placement in the Intensive Management Unit (IMU).

- **Behavioral Housing Unit Improvements –** DOC has a long-standing collaborative relationship with Disability Rights Oregon (DRO), which includes an MOU (Memo of Understanding) that grants DRO access to our facilities, records, and staff. DRO is Oregon's designated Protection & Advocacy System that upholds the legal rights of people with disabilities. In May 2015, DRO released an investigative report on the Behavioral Health Unit (BHU) at OSP. BHU is an intensive behavioral management and skills training unit for AICs with serious mental illness who have committed violent acts or engaged in disruptive behavior. DRO's report concluded that the agency was not providing sufficient time out of cell or adequate mental health treatment options for individuals assigned to BHU.

  While DOC did not agree with all of the findings and conclusions in DRO's report, the agency welcomed the opportunity to focus on improved treatment of AICs assigned to the BHU. Unlike a number of other states that have elected to engage in costly,

protracted litigation before agreeing to similar reform of their treatment of prisoners with mental illness, DOC instead conducted a comprehensive review of BHU that included consultation with a nationally-recognized expert.
On January 8, 2016, the two agencies entered into a second MOU that solidifies DOC's commitment to improving the management of AICs with serious mental illness (SMI). One significant change was the commitment to providing 10 hours of out-of-cell structured activities per week and 10 hours of out-of-cell unstructured activities per week. In 2017, staffing in BHU was increased from 4 FTE to 9 FTE Qualified Mental Health Professional positions, and in 2018, training for all staff was increased from 8 to 26 hours on mental health issues, crisis response, communication, and responding to gender differences and gender identity. In 2017, as part of the BHU expansion, OSP also received an additional 11 security staff FTE as well as one Correctional Counselor, one Recreational Specialist, and one Office Support staff. These positions provide security supervision and program support. An additional five security staff FTE for AICs in BHU are scheduled to come online in July 2018, creating more outside recreation time when the additional yard is opened.

In July of 2018, a mindfulness room will open for BHU AICs. A new building will provide four additional group therapy rooms and 15 individual therapy rooms, used to treat the SMI population for our two highest levels of care. DOC has also added CBT based programming, art therapy, Moral Recognition Therapy (MRT), anger management, and other therapeutic activities to existing Dialectical Behavior Therapy programs.

- **Statewide Overtime Reduction –** DOC mandatory overtime hours, and regular overtime hours, increased between January 2014 and December 2017 across all fourteen institutions. This created budgetary pressures for the agency, impacted the lives and wellness of Correctional Officers, impacted security attrition rates, and increased recruiting challenges. In response, DOC chartered an initiative team to analyze the processes, identify the root cause(s) of the overtime issue, and develop recommendations to achieve a 20 percent reduction in mandatory overtime hours at all DOC institutions within a four-year period.

  The initiative team completed their work and provided a written report outlining recommendations. In response to the recommendations, DOC completed a staffing analysis of all fourteen institutions. This included a review of staffing plans, positions, posts, flex staff, and Relief Day Off staff followed by a reconciliation against the PICS reports along with staffing adjustments and balancing among the institutions. This initial work yielded an 11.7 percent decrease in mandatory overtime for 2017 as compared to 2016, and puts DOC on the right path toward meeting our goal of a 20 percent reduction within four years and a 50 percent reduction by 2026. The agency has also put processes in place to ensure that staffing plans are reviewed bi-annually, per policy, and submitted to the Chief of Security yearly. Some additional improvements that are in process include:

  - Development of tools that will provide institution leaders the ability to review and manage overtime status and usage on a daily basis;
  - Development of institution-specific action plans that outline steps to be taken to manage overtime as opposed to merely reporting overtime causes;

- Development of a desk reference manual at each institution that will include best practices associated with managing mandatory overtime;
- Development of a process to identify frequent users of sick leave prior to going on Leave without Pay to help predict staffing shortages; and
- Submission of a Policy Option Package (POP) for the 2019-2021 biennium requesting specific positions for hospital watches as the hospital watches were identified as one of the root causes of the mandatory overtime.

- **Electronic Health Records (EHR) Planning and Implementation –** In 2015, the legislature allocated funding for DOC to move the EHR project through the DAS Stage Gate procurement process. DOC developed the business case and supporting documentation to meet the Stage Gate 1 requirements; provide a quality assurance review; and finalize an EHR procurement Request for Proposal (RFP). Stage gate 1 approval by the OSCIO office was granted in January, 2017.

  DOC is planning to release a RFP in 2018 to procure a Program Manager and a Business Analyst to support the EHR project through implementation. DOC is also updating the business case and the project prioritization matrix to support a 2019-21 POP for ongoing project management, procurement and implementation.

- **Restitution Collection and Establishment of a Transitional Fund for AICs to be Used Upon Release –** Senate Bill 844 was passed in the 2017 legislative session to direct DOC to collect restitution by partnering with the Oregon Judicial Department (OJD) and the Department of Justice (DOJ) as well as establish a Transitional Fund for AICs to be used upon release. The legislation codified as ORS 423.105 and became effective July 1, 2018. A subsequent legislative action during the 2018 session provided protection from garnishment for the transitional fund. The legislation directs 10 percent of all eligible deposits to an AICs account be collected for court-ordered financial obligations and 5 percent collected for the transitional fund until the fund reaches $500. After the fund reaches $500, 15 percent shall be collected for the court-ordered financial obligations. The legislation identified eligible deposits and protected funds, as well as established priority levels for collection of the various obligations as follows:

  - OJD – Level I, Restitution, fines, and fees imposed in a criminal action;
  - DOJ – Level II, Civil judgements for crime victims and child support obligations; and
  - DOJ – Level III Civil judgements for DOC/OCE employee.

  DOC has engaged and is working with our partners, OJOD and DOJ to provide DOC the accounting details for the court-ordered financial obligations. DOC will begin collection of five percent for transitional savings accounts on July 1, 2018 and modifications of system software, system setup, acceptance testing, and production deployment will occur from June to September 2018. DOC will begin collection of court-ordered financial obligations (starting with Level I) in September 2018. OJD provides accounting data for Level I obligations and over 94 percent of the AIC population have a Level I obligation (total owed approx.

$163 million in fees and restitution). DOJ is currently undergoing two major software upgrades. They need to delay their portion of the implementation until sometime in early 2019 when their system upgrades are completed.

- **Short-Term Transitional Leave –** Historically, certain AICs have been eligible for a 30-day Short-Term Transitional Leave (STTL) period. HB 3194 (2013) expanded the amount of time STTL eligible AICs can receive from 30 days to up to 90 days, allowing individuals to participate in re-entry supervision programs earlier, saving the state money through decreased prison bed usage and the postponement of new prison construction. The initial expansion of STTL has proven to be very successful and the biggest bed saver from HB 3194. From December 2013, through December 2017, DOC released 5,089 individuals to STTL, with a 92 percent success rate (only 8 percent of the 5,089 STTL participants were revoked and served out the remainder of their sentence in custody). The success of STTL resulted in further STTL expansion in HB 3078 (2017), from 90 to 120 days for eligible AICs sentenced on or after January 1, 2018.This resulted in a savings of 332,746 prison bed days, or the equivalent of a 911-year prison sentence.

- **AIC Needs Compiled – Programs –** This is an initiative that included contracting with an expert who completed a gap analysis to determine the programmatic needs of the AIC population compared with the services DOC is currently providing. This analysis was done to determine what services DOC may need to implement to address those needs. The contractor presented DOC with a report of the analysis along with recommendations. DOC is reviewing the report to determine what recommendations to implement.

- **Correctional Caseload Management (CCM) Enhancement –** This is an initiative spearheaded by the Offender Management & Rehabilitation Division to analyze the agency's current case management model and identify ways to enhance case management to ensure it is evidence-based and gender responsive. This work was undertaken to aid the agency in overall statewide efforts to change criminal/anti-social behavior and prepare AICs for successful transition back to Oregon communities. During this biennium, the Initiative team accomplished the following:

    - Gap and needs analysis completed that identified the "as is" situation as well as the proposed improvements;
    - Established a case management model for the agency;
    - Provided numerous trainings to Correctional Counselors and management staff on the newly established CCM model as well as to build core professional skills; and
    - Secured and established positions for an administrator and two trainers to further develop, maintain and monitor the CCM program.

- **Developing Managers –** This initiative was established as a commitment to supporting DOC's new and existing managers. The initiative work resulted in the development of a 40-hour training program for all managers that will cover basic Human Resource (HR) management practices and principles and provide guidance in moving from a technical role to a supervisory role. DOC will be piloting the training program in July 2018, and intend to offer it on a quarterly basis thereafter.

- **Developing Leaders –** Due to the absence of any meaningful leadership development opportunities for current or new managers resulting from a decade of budget instability, and the potential for the agency to turn over more than 50 percent of its staff (including managers) during the next two years due to retirement, DOC chartered the "Developing Leaders" initiative to explore the future of leadership development within the agency. This initiative has two phases. The first phase, which has been completed, created a consistent, research-based framework for a leadership development approach at DOC. This phase also included the creation of the DOC Leadership Philosophy and Leadership Attributes. The second phase will develop the identified approach, which will likely include on-the-job experience, coaching, networking, and training.

- **Sustainability –** DOC is continually looking at new and innovative approaches to sustainability from both a cost-savings and an environmental perspective. The agency is committed to aligning its sustainability initiatives with the Governor's vision of responsible environmental stewardship. The following provides some highlights of a sampling of DOC sustainability initiatives:

    - DOC completed a 5-year (2017-2022) sustainability plan that has been approved by the Oregon Sustainability Board;
    - In 2017, DOC recycled 2.79 million pounds of materials (wood, cardboard, fabrics, plastic, metals, etc.);
    - In 2017, prison gardens produced 252,000 pounds of fruits and vegetables, of which DOC donated 36,000 pounds to local food banks (the rest was used to supplement institution menus);
    - In 2017, DOC procured 30 percent recycled content printer paper and since 2015 has been procuring 100 percent recycled content toilet paper and paper towels;
    - In 2017, CCCF opened a butterfly recovery lab for the endangered Taylor's Checkerspot butterfly; they achieved just above 50 percent success rate with returning chrysalis back to protected habitats;
    - Since 2013, DOC has reduced energy usage by six percent towards the 20 percent governor mandated reduction to be reached by 2023;
    - DOC reduced water usage by 3.9;
    - The Institute for Applied Ecology received a grant from the Bureau of Land Management to work with DOC in propagating sagebrush plants for sage-grouse habitat restoration, and develop a protocol for working with DOC facilities in Oregon and other states to propagate plants for sage-grouse habitat restoration. In the past two biennia, AICs at SRCI and WCCF have propagated 100,000 sagebrush and bitterbrush plants, and planted over 40,000 plants to restore fire damaged habitats for Sage grouse;
    - OSCI is growing endangered native butterfly plants for seed collection for the Native Seed Network collecting four pounds of seeds in 2017;
    - In 2017, DOC signed an Oak Accord with the Willamette Partnership to protect and restore oak habitat and in 2018, under the Savanna Haven Property Rule, transitioned 10 acres back into native prairie grass; and
    - DOC was named the 2017 Recycler of the Year at the Mid-Valley Green Awards.

- **Emergency Management System –** With the shifting of staff resources, DOC added two Emergency Manager positions, this team was tasked with building an emergency management system for the agency including developing and delivering training to all staff. During the 2017-2019 biennium:

    - DOC developed The Emergency Management policy, which provides the foundation for the emergency management program and includes activation of the Agency Operations Center (AOC) as well as standards for training, simulations and exercises;
    - DOC transitioned from an in-house emergency response system to using the Incident Command System (ICS). Implementation of ICS included training to all staff during in-service and the developing new incident response manuals. All institutions are now on a recurring ICS schedule for simulations and table top exercises, and full-scale exercises;
    - In 2017, an AOC manual was developed;
    - Emergency management metrics were built into the Operations Division scorecard for monitoring and tracking progress of the agency's emergency management system;
    - In 2018, the Continuity of Operations Plan (COOP) was developed and submitted to the Governor's State Resilience officer for review;
    - DOC created a five-stage Emergency Management Maturity Model to develop a solid emergency management program, and DOC completed stage 1, the "Initiation" stage, and is in the process of completing stage 2, the organization stage of the five-stage process.

DOC rolled out the 10-year plan, *Destination 2026* during the last biennium. This plan is a roadmap for DOC's future that provides a filter for decision-making and establishing priorities that align the DOC Leadership Team, and provides consistency. Destination 2026 is broken down into five key areas for focused improvement: people and skills, employee wellness, culture, corrections outcomes, and re-entry and supervision. For each of these five areas, the agency has defined what success will look like in 10 years and has identified the targeted work the agency will need to complete to achieve the 10-year goal. The agency has broken down each category into four-year goals with associated objectives and strategies. The following is a list of the initiatives that will take place in 2019-21 as part of Destination 2026:

- **Optimizing Special Housing Beds –** This initiative will focus on continuing to implement recommendations from Vera, monitoring the impacts of changes implemented during the 2017-2019 biennium and analyzing the long-term effectiveness of AICs placement in special housing as an AIC management tool; the initiative will conclude in 2018.
- **Developing Leaders –** The second phase of this initiative, which is a continuation of the 2017-19 initiative noted above, will consist of developing the identified approach, and will likely include on-the-job experience, coaching, networking, and training.
- **Statewide Overtime Reduction –** The implementation team will continue to implement the recommendations that came out of the first phase of this initiative as well as identify other process improvement opportunities that will move the agency toward our

four-year and ten-year goals of reducing mandatory overtime by 20 percent and 50 percent respectively; this initiative will also conclude in 2018.

- **AIC Needs Compiled – Health Care –** This initiative will include a gap analysis to determine the needs of the AIC population compared with the services DOC currently offers to determine what services DOC may need to implement to address those needs (this will include medical and mental health needs).
- **Definitions & Goals for Right Bed/Right Time and Institution Master Plan –** This initiative will utilize the gap analysis and recommendations that result from the "AIC Needs Compiled – Health Care" and the "AIC Needs Compiled – Programs" initiatives to identify programmatic and space needs for AICs. Additionally, the information compiled will be used to identify improvement opportunities for the AICs case plan development process as well as other processes that will help DOC reach its four-year goal of housing 50 percent of AICs in the right bed at the right time. The importance of this goal is to provide AICs with the greatest chance for success upon their release from DOC. To help ensure such success, it is crucial that AICs are housed at facilities that can best address their criminogenic risk factors throughout their incarceration. Lastly, the knowledge gained through the other two initiatives will allow the agency to identify, predict and develop an institution master plan for its future facility needs (both custody and administrative/support) based on the DOC mission. The master plan will outline the optimal route for getting the agency from where it is today to where it needs to be in 5-20 years.
- **Emergency Management System –** As a continuation of the work that began during the 2017-2019 biennium, the Emergency Management team will continue working through the additional stages of the Emergency Management Maturity Model, which includes all the necessary steps and preparations the agency needs to complete to fully develop a solid emergency management program. This work will also include providing more position-specific training both at the institutions and at the Agency Operations Center to create depth and true continuity should a catastrophic event occur. Additionally, the functional exercise schedule at the institutions will be enforced and DOC will participate in statewide exercises including planning for their portion of the Cascadia Rising II exercise.
- **Restitution Collection –** This initiative is a continuation of the initiative described above and will focus efforts on developing processes for the collection of level 2 and 3 financial obligations.
- **Electronic Health Records Planning and Implementation –** DOC will continue working through the Stage Gate processes. In support of this effort, a POP for the 2019-2021 biennium is being submitted to secure funding that is necessary to progress through the process of implementing an Electronic Health Records system.

Criteria for 2019-21 Budget Development

The Department of Corrections (DOCs) mission echoes the Oregon Constitution in that the agency protects public safety, holds offenders accountable, both for their crimes and for their behavior within DOC institutions, and allows for rehabilitation through

programs and services. This combination ultimately contributes to successful reintegration back to society. Throughout the development and evolution of the agency's budget, the department has scrutinized expenditures and administrative costs to ensure it can focus on safety and service delivery in order to achieve the best possible public safety outcomes. Any budget reduction will result in a reduction of essential service programs.

DOC's budget is caseload driven, and has its basis in the Department of Administrative Services Office of Economic Analysis (OEA) prison population semi-annual forecasts. DOC's Agency Request Budget (ARB) is based on the April 2018 OEA forecast, which estimates minimal growth or reduction in population over the course of the 2019-21 biennium. The October 2018 OEA forecast will be the basis for the Governor's Balanced Budget, and the April 2019 forecast will inform the Legislatively Adopted Budget caseload for the agency.

By statute, Community Corrections 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 ARB.

The department continues to utilize the Oregon Accountability Model (OAM) as its business strategy. 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 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.

Major Information Technology Projects/Initiatives

The Department of Corrections (DOC) is putting forth eleven primary Information Technology related initiatives in the 2019-21 ARB. Each of these has a Business Case submitted to the Office of State Chief Information Office. These initiatives are proposed in eight separate Policy Option Packages:

- POP 103 – Electronic Health Records
- POP 106 – IT Systems Sustainability
    - PC Lifecycle Replacement

  - Software Lifecycle
- POP 107 – Corrections Information System Rebuild
  - Corrections Fundamental Systems
  - Corrections Information System (CIS) Tool Upgrade
- POP 108 – DOC Intranet
- POP 110 – Capital Renewal & Deferred Maintenance
  - Statewide Radio communications system
  - Multiple camera systems
- POP 113 – Other Funds Positions Creation
  - Inmate Communication System
- POP 116 – IT Ongoing Position Funding
- POP 124 – Opioid Overdose Prevention
  - Operations Body Scanners

Summary of 2019-21 Biennium Budget

Corrections, Dept of
Corrections, Dept of
2019-21 Biennium

Agency Request 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
2017-19 Leg Adopted Budget	4,605	4,572.07	1,768,193,498	1,681,063,918	-	81,738,081	4,352,986	-	1,038,513
2017-19 Emergency Boards	-	-	25,932,686	25,571,445	-	361,241	-	-	-
2017-19 Leg Approved Budget	**4,605**	**4,572.07**	**1,794,126,184**	**1,706,635,363**	**-**	**82,099,322**	4,352,986	**-**	**1,038,513**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(9)	(0.71)	90,092,595	88,467,335	-	1,625,260	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			1,964,964	2,106,399	-	(43,042)	-	-	(98,393)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			(38,547,534)	-	-	(38,547,534)	-	-	-
Subtotal 2019-21 Base Budget	**4,596**	**4,571.36**	**1,847,636,209**	**1,797,209,097**	**-**	**45,134,006**	4,352,986	**-**	**940,120**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	6,508,621	6,152,585	-	356,036	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	12,443,506	12,084,230	-	359,276	-	-	-
Subtotal	**-**	**-**	**18,952,127**	**18,236,815**	**-**	**715,312**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	51,214	51,214	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(4,470,089)	(1,736,963)	-	(2,733,126)	-	-	-
Subtotal	**-**	**-**	**(4,418,875)**	**(1,685,749)**	**-**	**(2,733,126)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	26,492,277	24,967,629	-	1,344,052	180,596	-	-
State Gov"t & Services Charges Increase/(Decrease)			11,882,632	11,882,632	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**38,374,909**	**36,850,261**	**-**	**1,344,052**	180,596	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	(1,494,138)	(1,494,138)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	4	4.00	-	-	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**4,600**	**4,575.36**	**1,899,050,232**	**1,849,116,286**	**-**	**44,460,244**	4,533,582	**-**	**940,120**

Corrections, Dept of
Corrections, Dept of
2019-21 Biennium

Agency Request 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*
Subtotal: 2019-21 Current Service Level	**4,600**	**4,575.36**	**1,899,050,232**	**1,849,116,286**	**-**	**44,460,244**	4,533,582	**-**	**940,120**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**4,600**	**4,575.36**	**1,899,050,232**	**1,849,116,286**	**-**	**44,460,244**	4,533,582	**-**	**940,120**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	23	23.00	6,628,198	6,628,198	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	79,242,881	3,122,881	-	76,120,000	-	-	-
103 - Electronic Health Records	-	-	3,700,000	3,700,000	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	3	3.00	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	3	3.00	959,996	959,996	-	-	-	-	-
106 - IT Systems Sustainability	-	-	5,480,000	5,480,000	-	-	-	-	-
107 - Corrections Information System Rebuild	10	10.00	6,068,984	4,378,984	-	1,690,000	-	-	-
108 - DOC Intranet	5	5.00	2,265,066	2,265,066	-	-	-	-	-
109 - Central Support Initiatives	7	7.00	1,512,801	1,512,801	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	5	5.00	71,518,942	16,928,942	-	54,590,000	-	-	-
111 - Correctional Services & Operations FTE	26	22.99	4,935,241	4,935,241	-	-	-	-	-
112 - Hospital Security Watches	82	77.40	16,470,715	16,470,715	-	-	-	-	-
113 - Other Funds Position Creation	14	14.00	3,025,606	-	-	3,025,606	-	-	-
114 - Payroll Cost Savings	2	2.00	413,235	413,235	-	-	-	-	-
115 - Westside Infirmary	23	20.20	4,642,129	4,642,129	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	63	63.00	16,351,028	16,351,028	-	-	-	-	-
117 - HR Staffing	9	9.00	2,052,686	2,052,686	-	-	-	-	-
118 - CJIS Compliance	2	2.00	370,467	370,467	-	-	-	-	-
119 - Safety & Fire Compliance	7	7.00	5,287,395	5,287,395	-	-	-	-	-
120 - Measure 17 Compliance	6	4.66	1,044,262	1,044,262	-	-	-	-	-
121 - Healthcare Staffing Conversion	55	52.36	-	-	-	-	-	-	-
122 - Certified Medication Aides	40	34.40	5,935,935	5,935,935	-	-	-	-	-
123 - Optimizing Special Housing	7	7.00	2,526,111	2,526,111	-	-	-	-	-
124 - Opioid Overdose Prevention	12	11.16	9,903,070	9,903,070	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	50,948,669	50,948,669	-	-	-	-	-
Subtotal Policy Packages	**404**	**383.17**	**301,283,417**	**165,857,811**	**-**	**135,425,606**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**5,004**	**4,958.53**	**2,200,333,649**	**2,014,974,097**	**-**	**179,885,850**	4,533,582	**-**	**940,120**
Percentage Change From 2017-19 Leg Approved Budget	8.66%	8.45%	22.64%	18.07%	-	119.11%	4.15%	-	-9.47%
Percentage Change From 2019-21 Current Service Level	8.78%	8.37%	15.86%	8.97%	-	304.60%	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	3,333	3,316.78	809,034,544	795,031,482	-	14,003,062	-	-	-
2017-19 Emergency Boards	-	-	17,995,733	17,895,658	-	100,075	-	-	-
2017-19 Leg Approved Budget	**3,333**	**3,316.78**	**827,030,277**	**812,927,140**	**-**	**14,103,137**	-	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(2)	3.56	75,560,732	74,302,971	-	1,257,761	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**3,331**	**3,320.34**	**902,591,009**	**887,230,111**	**-**	**15,360,898**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	3,166,625	3,070,912	-	95,713	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	10,338,810	10,022,131	-	316,679	-	-	-
Subtotal	**-**	**-**	**13,505,435**	**13,093,043**	**-**	**412,392**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	30,488	30,488	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(884,471)	(884,471)	-	-	-	-	-
Subtotal	**-**	**-**	**(853,983)**	**(853,983)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	4,204,810	3,911,855	-	292,955	-	-	-
Subtotal	**-**	**-**	**4,204,810**	**3,911,855**	**-**	**292,955**	-	**-**	**-**

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	-	-	(241,585)	(241,585)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**3,331**	**3,320.34**	**919,205,686**	**903,139,441**	**-**	**16,066,245**	-	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2019-21 Current Service Level	**3,331**	**3,320.34**	**919,205,686**	**903,139,441**	**-**	**16,066,245**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**3,331**	**3,320.34**	**919,205,686**	**903,139,441**	**-**	**16,066,245**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	13	13.00	2,992,572	2,992,572	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	20	16.99	3,563,551	3,563,551	-	-	-	-	-
112 - Hospital Security Watches	82	77.40	16,470,715	16,470,715	-	-	-	-	-
113 - Other Funds Position Creation	10	10.00	2,112,964	-	-	2,112,964	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	6	4.66	1,044,262	1,044,262	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	7	7.00	2,526,111	2,526,111	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	2,433,509	2,433,509	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**138**	**129.05**	**31,143,684**	**29,030,720**	**-**	**2,112,964**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**3,469**	**3,449.39**	**950,349,370**	**932,170,161**	**-**	**18,179,209**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	4.08%	4.00%	14.91%	14.67%	-	28.90%	-	-	-
Percentage Change From 2019-21 Current Service Level	4.14%	3.89%	3.39%	3.21%	-	13.15%	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	170	168.26	92,030,755	88,505,831	-	2,525,451	999,473	-	-
2017-19 Emergency Boards	-	-	1,220,740	1,200,067	-	20,673	-	-	-
2017-19 Leg Approved Budget	**170**	**168.26**	**93,251,495**	**89,705,898**	**-**	**2,546,124**	999,473	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.83	1,557,835	1,518,656	-	39,179	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**170**	**169.09**	**94,809,330**	**91,224,554**	**-**	**2,585,303**	999,473	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	287,628	260,937	-	26,691	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	223,995	211,247	-	12,748	-	-	-
Subtotal	**-**	**-**	**511,623**	**472,184**	**-**	**39,439**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,233,126)	-	-	(1,233,126)	-	-	-
Subtotal	**-**	**-**	**(1,233,126)**	**-**	**-**	**(1,233,126)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	872,222	814,252	-	18,221	39,749	-	-
State Gov"t & Services Charges Increase/(Decrease)			11,882,632	11,882,632	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal	**-**	**-**	**12,754,854**	**12,696,884**	**-**	**18,221**	39,749	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	(4,941)	(4,941)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	1	1.00	446,959	446,959	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**171**	**170.09**	**107,284,699**	**104,835,640**	**-**	**1,409,837**	1,039,222	**-**	**-**

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
Subtotal: 2019-21 Current Service Level	**171**	**170.09**	**107,284,699**	**104,835,640**	**-**	**1,409,837**	1,039,222	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**171**	**170.09**	**107,284,699**	**104,835,640**	**-**	**1,409,837**	1,039,222	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	1,120,000	-	-	1,120,000	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	3	3.00	959,996	959,996	-	-	-	-	-
106 - IT Systems Sustainability	-	-	280,000	280,000	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	40,000	-	-	40,000	-	-	-
108 - DOC Intranet	1	1.00	994,070	994,070	-	-	-	-	-
109 - Central Support Initiatives	2	2.00	434,771	434,771	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	993,192	-	-	993,192	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	1	1.00	206,617	-	-	206,617	-	-	-
114 - Payroll Cost Savings	2	2.00	413,235	413,235	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	4	4.00	1,345,614	1,345,614	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**13**	**13.00**	**6,787,495**	**4,427,686**	**-**	**2,359,809**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**184**	**183.09**	**114,072,194**	**109,263,326**	**-**	**3,769,646**	1,039,222	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	8.24%	8.81%	22.33%	21.80%	-	48.05%	3.98%	-	-
Percentage Change From 2019-21 Current Service Level	7.60%	7.64%	6.33%	4.22%	-	167.38%	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	250	248.49	66,168,901	58,172,004	-	7,996,897	-	-	-
2017-19 Emergency Boards	-	-	676,321	510,880	-	165,441	-	-	-
2017-19 Leg Approved Budget	**250**	**248.49**	**66,845,222**	**58,682,884**	**-**	**8,162,338**	-	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(6)	(5.33)	2,561,845	2,233,525	-	328,320	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**244**	**243.16**	**69,407,067**	**60,916,409**	**-**	**8,490,658**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	564,604	345,463	-	219,141	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	176,002	145,229	-	30,773	-	-	-
Subtotal	**-**	**-**	**740,606**	**490,692**	**-**	**249,914**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(773,770)	(773,770)	-	-	-	-	-
Subtotal	**-**	**-**	**(773,770)**	**(773,770)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	443,340	377,199	-	66,141	-	-	-
Subtotal	**-**	**-**	**443,340**	**377,199**	**-**	**66,141**	-	**-**	**-**

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	-	-	(6,241)	(6,241)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	164,160	164,160	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**244**	**243.16**	**69,975,162**	**61,168,449**	**-**	**8,806,713**	-	**-**	**-**

Corrections, Dept of
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Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2019-21 Current Service Level	**244**	**243.16**	**69,975,162**	**61,168,449**	**-**	**8,806,713**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**244**	**243.16**	**69,975,162**	**61,168,449**	**-**	**8,806,713**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	10	10.00	2,232,229	2,232,229	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	5,200,000	5,200,000	-	-	-	-	-
107 - Corrections Information System Rebuild	10	10.00	3,970,835	3,970,835	-	-	-	-	-
108 - DOC Intranet	4	4.00	1,270,996	1,270,996	-	-	-	-	-
109 - Central Support Initiatives	5	5.00	1,078,030	1,078,030	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	5	5.00	12,006,202	12,006,202	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	3	3.00	706,025	-	-	706,025	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	63	63.00	16,351,028	16,351,028	-	-	-	-	-
117 - HR Staffing	9	9.00	2,052,686	2,052,686	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	7	7.00	5,287,395	5,287,395	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**116**	**116.00**	**50,155,426**	**49,449,401**	**-**	**706,025**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**360**	**359.16**	**120,130,588**	**110,617,850**	**-**	**9,512,738**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	44.00%	44.54%	79.71%	88.50%	-	16.54%	-	-	-
Percentage Change From 2019-21 Current Service Level	47.54%	47.71%	71.68%	80.84%	-	8.02%	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	-	-	-	-	-	-	-	-	-
2017-19 Emergency Boards	-	-	-	-	-	-	-	-	-
2017-19 Leg Approved Budget	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
2019-21 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 2019-21 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: 2019-21 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: 2019-21 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	-	-	-	-	-	-	-	-	-
Percentage Change From 2019-21 Current Service Level	-	-	-	-	-	-	-	-	-

Corrections, Dept of
Community Corrections
2019-21 Biennium

Agency Request Budget
Cross Reference Number: 29100-009-00-00-00000

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	74	74.33	301,039,925	294,044,375	-	6,995,550	-	-	-
2017-19 Emergency Boards	-	-	232,968	254,958	-	(21,990)	-	-	-
2017-19 Leg Approved Budget	**74**	**74.33**	**301,272,893**	**294,299,333**	**-**	**6,973,560**	-	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	(1)	(1.33)	536,932	536,932	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**73**	**73.00**	**301,809,825**	**294,836,265**	**-**	**6,973,560**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	132,825	118,334	-	14,491	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	125,757	126,681	-	(924)	-	-	-
Subtotal	**-**	**-**	**258,582**	**245,015**	**-**	**13,567**	-	**-**	**-**
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)	-	-	10,791,880	10,526,369	-	265,511	-	-	-
Subtotal	**-**	**-**	**10,791,880**	**10,526,369**	**-**	**265,511**	-	**-**	**-**

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	-	-	(893,423)	(893,423)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	33,909	33,909	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**73**	**73.00**	**312,000,773**	**304,748,135**	**-**	**7,252,638**	-	**-**	**-**

Corrections, Dept of
Community Corrections
2019-21 Biennium

Agency Request Budget
Cross Reference Number: 29100-009-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2019-21 Current Service Level	**73**	**73.00**	**312,000,773**	**304,748,135**	**-**	**7,252,638**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**73**	**73.00**	**312,000,773**	**304,748,135**	**-**	**7,252,638**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	3	3.00	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	50,948,669	50,948,669	-	-	-	-	-
Subtotal Policy Packages	**3**	**3.00**	**50,948,669**	**50,948,669**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**76**	**76.00**	**362,949,442**	**355,696,804**	**-**	**7,252,638**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	2.70%	2.25%	20.47%	20.86%	-	4.00%	-	-	-
Percentage Change From 2019-21 Current Service Level	4.11%	4.11%	16.33%	16.72%	-	-	-	-	-

Description	Positions	Full-Time Equivalent (FTE)	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds
2017-19 Leg Adopted Budget	571	558.60	261,749,129	257,728,587	-	667,029	3,353,513	-	-
2017-19 Emergency Boards	-	-	4,129,234	4,129,234	-	-	-	-	-
2017-19 Leg Approved Budget	**571**	**558.60**	**265,878,363**	**261,857,821**	**-**	**667,029**	3,353,513	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.67	7,722,741	7,722,741	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**571**	**559.27**	**273,601,104**	**269,580,562**	**-**	**667,029**	3,353,513	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	1,026,892	1,026,892	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	1,267,122	1,267,122	-	-	-	-	-
Subtotal	**-**	**-**	**2,294,014**	**2,294,014**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	20,726	20,726	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(78,722)	(78,722)	-	-	-	-	-
Subtotal	**-**	**-**	**(57,996)**	**(57,996)**	**-**	**-**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	7,902,923	7,714,050	-	48,026	140,847	-	-
Subtotal	**-**	**-**	**7,902,923**	**7,714,050**	**-**	**48,026**	140,847	**-**	**-**

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	-	-	(256,409)	(256,409)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	-	-	-	-	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**571**	**559.27**	**283,483,636**	**279,274,221**	**-**	**715,055**	3,494,360	**-**	**-**

Corrections, Dept of
Health Services
2019-21 Biennium

Agency Request Budget
Cross Reference Number: 29100-010-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2019-21 Current Service Level	**571**	**559.27**	**283,483,636**	**279,274,221**	**-**	**715,055**	3,494,360	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**571**	**559.27**	**283,483,636**	**279,274,221**	**-**	**715,055**	3,494,360	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	3,700,000	3,700,000	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	23	20.20	4,642,129	4,642,129	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	54	51.36	-	-	-	-	-	-	-
122 - Certified Medication Aides	40	34.40	5,935,935	5,935,935	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	8	7.16	6,123,947	6,123,947	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**125**	**113.12**	**20,402,011**	**20,402,011**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**696**	**672.39**	**303,885,647**	**299,676,232**	**-**	**715,055**	3,494,360	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	21.89%	20.37%	14.29%	14.44%	-	7.20%	4.20%	-	-
Percentage Change From 2019-21 Current Service Level	21.89%	20.23%	7.20%	7.31%	-	-	-	-	-

Corrections, Dept of
Offender Management & Rehabilitation
2019-21 Biennium

Agency Request Budget
Cross Reference Number: 29100-011-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
2017-19 Leg Adopted Budget	207	205.61	81,796,494	70,739,936	-	11,056,558	-	-	-
2017-19 Emergency Boards	-	-	1,623,689	1,623,689	-	-	-	-	-
2017-19 Leg Approved Budget	**207**	**205.61**	**83,420,183**	**72,363,625**	**-**	**11,056,558**	-	**-**	**-**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	0.89	2,152,510	2,152,510	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			-	-	-	-	-	-	-
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**207**	**206.50**	**85,572,693**	**74,516,135**	**-**	**11,056,558**	-	**-**	**-**
Essential Packages									
010 - Non-PICS Pers Svc/Vacancy Factor									
Vacancy Factor (Increase)/Decrease	-	-	1,330,047	1,330,047	-	-	-	-	-
Non-PICS Personal Service Increase/(Decrease)	-	-	311,820	311,820	-	-	-	-	-
Subtotal	**-**	**-**	**1,641,867**	**1,641,867**	**-**	**-**	-	**-**	**-**
020 - Phase In / Out Pgm & One-time Cost									
021 - Phase - In	-	-	-	-	-	-	-	-	-
022 - Phase-out Pgm & One-time Costs	-	-	(1,500,000)	-	-	(1,500,000)	-	-	-
Subtotal	**-**	**-**	**(1,500,000)**	**-**	**-**	**(1,500,000)**	-	**-**	**-**
030 - Inflation & Price List Adjustments									
Cost of Goods & Services Increase/(Decrease)	-	-	2,169,772	1,516,574	-	653,198	-	-	-
Subtotal	**-**	**-**	**2,169,772**	**1,516,574**	**-**	**653,198**	-	**-**	**-**

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	-	-	(91,539)	(91,539)	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									
060 - Technical Adjustments	3	3.00	(645,028)	(645,028)	-	-	-	-	-
Subtotal: 2019-21 Current Service Level	**210**	**209.50**	**87,147,765**	**76,938,009**	**-**	**10,209,756**	-	**-**	**-**

Corrections, Dept of
Offender Management & Rehabilitation
2019-21 Biennium

Agency Request Budget
Cross Reference Number: 29100-011-00-00-00000

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
Subtotal: 2019-21 Current Service Level	**210**	**209.50**	**87,147,765**	**76,938,009**	**-**	**10,209,756**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**210**	**209.50**	**87,147,765**	**76,938,009**	**-**	**10,209,756**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	1,403,397	1,403,397	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	6	6.00	1,371,690	1,371,690	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	2	2.00	370,467	370,467	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	1	1.00	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**9**	**9.00**	**3,145,554**	**3,145,554**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**219**	**218.50**	**90,293,319**	**80,083,563**	**-**	**10,209,756**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	5.80%	6.27%	8.24%	10.67%	-	-7.66%	-	-	-
Percentage Change From 2019-21 Current Service Level	4.29%	4.30%	3.61%	4.09%	-	-	-	-	-

Corrections, Dept of
Debt Service
2019-21 Biennium

Agency Request 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
2017-19 Leg Adopted Budget	-	-	115,055,745	114,017,232	-	-	-	-	1,038,513
2017-19 Emergency Boards	-	-	1	(43,041)	-	43,042	-	-	-
2017-19 Leg Approved Budget	**-**	**-**	**115,055,746**	**113,974,191**	**-**	**43,042**	-	**-**	**1,038,513**
2019-21 Base Budget Adjustments									
Net Cost of Position Actions									
Administrative Biennialized E-Board, Phase-Out	-	-	-	-	-	-	-	-	-
Estimated Cost of Merit Increase			-	-	-	-	-	-	-
Base Debt Service Adjustment			1,964,964	2,106,399	-	(43,042)	-	-	(98,393)
Base Nonlimited Adjustment			-	-	-	-	-	-	-
Capital Construction			-	-	-	-	-	-	-
Subtotal 2019-21 Base Budget	**-**	**-**	**117,020,710**	**116,080,590**	**-**	**-**	-	**-**	**940,120**
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: 2019-21 Current Service Level	**-**	**-**	**117,020,710**	**116,080,590**	**-**	**-**	-	**-**	**940,120**

Corrections, Dept of
Debt Service
2019-21 Biennium

Agency Request 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
Subtotal: 2019-21 Current Service Level	**-**	**-**	**117,020,710**	**116,080,590**	**-**	**-**	-	**-**	**940,120**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**-**	**-**	**117,020,710**	**116,080,590**	**-**	**-**	-	**-**	**940,120**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	3,122,881	3,122,881	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	408,149	408,149	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	4,922,740	4,922,740	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**8,453,770**	**8,453,770**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**-**	**-**	**125,474,480**	**124,534,360**	**-**	**-**	-	**-**	**940,120**
Percentage Change From 2017-19 Leg Approved Budget	-	-	9.06%	9.27%	-	-100.00%	-	-	-9.47%
Percentage Change From 2019-21 Current Service Level	-	-	7.22%	7.28%	-	-	-	-	-

Corrections, Dept of
Capital Improvements
2019-21 Biennium

Agency Request 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
2017-19 Leg Adopted Budget	-	-	2,824,471	2,824,471	-	-	-	-	-
2017-19 Emergency Boards	-	-	-	-	-	-	-	-	-
2017-19 Leg Approved Budget	**-**	**-**	**2,824,471**	**2,824,471**	**-**	**-**	-	**-**	**-**
2019-21 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 2019-21 Base Budget	**-**	**-**	**2,824,471**	**2,824,471**	**-**	**-**	-	**-**	**-**
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)	-	-	107,330	107,330	-	-	-	-	-
Subtotal	**-**	**-**	**107,330**	**107,330**	**-**	**-**	-	**-**	**-**
040 - Mandated Caseload									
040 - Mandated Caseload	-	-	-	-	-	-	-	-	-
050 - Fundshifts and Revenue Reductions									
050 - Fundshifts	-	-	-	-	-	-	-	-	-
060 - Technical Adjustments									

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: 2019-21 Current Service Level	**-**	**-**	**2,931,801**	**2,931,801**	**-**	**-**	-	**-**	**-**

Corrections, Dept of
Capital Improvements
2019-21 Biennium

Agency Request 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*
Subtotal: 2019-21 Current Service Level	**-**	**-**	**2,931,801**	**2,931,801**	**-**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**-**	**-**	**2,931,801**	**2,931,801**	**-**	**-**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	-	-	-	-	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	-	-	-	-	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	-	-	-	-	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**-**	**-**	**2,931,801**	**2,931,801**	**-**	**-**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	-	-	3.80%	3.80%	-	-	-	-	-
Percentage Change From 2019-21 Current Service Level	-	-	-	-	-	-	-	-	-

Corrections, Dept of
Capital Construction
2019-21 Biennium

Agency Request 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*
2017-19 Leg Adopted Budget	-	-	38,493,534	-	-	38,493,534	-	-	-
2017-19 Emergency Boards	-	-	54,000	-	-	54,000	-	-	-
2017-19 Leg Approved Budget	**-**	**-**	**38,547,534**	**-**	**-**	**38,547,534**	-	**-**	**-**
2019-21 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			(38,547,534)	-	-	(38,547,534)	-	-	-
Subtotal 2019-21 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: 2019-21 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**

Corrections, Dept of
Capital Construction
2019-21 Biennium

Agency Request 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: 2019-21 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
070 - Revenue Reductions/Shortfall									
070 - Revenue Shortfalls	-	-	-	-	-	-	-	-	-
Modified 2019-21 Current Service Level	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
080 - E-Boards									
080 - May 2018 E-Board	-	-	-	-	-	-	-	-	-
Subtotal Emergency Board Packages	**-**	**-**	**-**	**-**	**-**	**-**	-	**-**	**-**
Policy Packages									
101 - Norway Best Practices	-	-	-	-	-	-	-	-	-
102 - Public Safety Center Campus (PSCC)	-	-	75,000,000	-	-	75,000,000	-	-	-
103 - Electronic Health Records	-	-	-	-	-	-	-	-	-
104 - Linn & Douglas FTE Adjustment	-	-	-	-	-	-	-	-	-
105 - Research & Data FTE and Contracting	-	-	-	-	-	-	-	-	-
106 - IT Systems Sustainability	-	-	-	-	-	-	-	-	-
107 - Corrections Information System Rebuild	-	-	1,650,000	-	-	1,650,000	-	-	-
108 - DOC Intranet	-	-	-	-	-	-	-	-	-
109 - Central Support Initiatives	-	-	-	-	-	-	-	-	-
110 - Capital Renewal & Deferred Maintenance	-	-	53,596,808	-	-	53,596,808	-	-	-
111 - Correctional Services & Operations FTE	-	-	-	-	-	-	-	-	-
112 - Hospital Security Watches	-	-	-	-	-	-	-	-	-
113 - Other Funds Position Creation	-	-	-	-	-	-	-	-	-
114 - Payroll Cost Savings	-	-	-	-	-	-	-	-	-
115 - Westside Infirmary	-	-	-	-	-	-	-	-	-

Description	*Positions*	*Full-Time Equivalent (FTE)*	*ALL FUNDS*	*General Fund*	*Lottery Funds*	*Other Funds*	*Federal Funds*	*Nonlimited Other Funds*	*Nonlimited Federal Funds*
116 - IT Services Staffing	-	-	-	-	-	-	-	-	-
117 - HR Staffing	-	-	-	-	-	-	-	-	-
118 - CJIS Compliance	-	-	-	-	-	-	-	-	-
119 - Safety & Fire Compliance	-	-	-	-	-	-	-	-	-
120 - Measure 17 Compliance	-	-	-	-	-	-	-	-	-
121 - Healthcare Staffing Conversion	-	-	-	-	-	-	-	-	-
122 - Certified Medication Aides	-	-	-	-	-	-	-	-	-
123 - Optimizing Special Housing	-	-	-	-	-	-	-	-	-
124 - Opioid Overdose Prevention	-	-	-	-	-	-	-	-	-
125 - Community Corrections Rate Study	-	-	-	-	-	-	-	-	-
Subtotal Policy Packages	**-**	**-**	**130,246,808**	**-**	**-**	**130,246,808**	-	**-**	**-**
Total 2019-21 Agency Request Audit	**-**	**-**	**130,246,808**	**-**	**-**	**130,246,808**	-	**-**	**-**
Percentage Change From 2017-19 Leg Approved Budget	-	-	237.89%	-	-	237.89%	-	-	-
Percentage Change From 2019-21 Current Service Level	-	-	-	-	-	-	-	-	-

Summary Cross Reference Number	*Cross Reference Description*	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Leg Approved Budget*	*2019-21 Agency Request Audit*	*2019-21 Governor's Budget*	*2019-21 Leg. Adopted Audit*
003-00-00-00000	**Operations Division**						
	General Fund	758,177,774	795,031,482	812,927,140	932,170,161	-	-
	Other Funds	16,028,931	14,003,062	14,103,137	18,179,209	-	-
	All Funds	774,206,705	809,034,544	827,030,277	950,349,370	-	-
004-00-00-00000	**Central Administration**						
	General Fund	70,867,903	88,505,831	89,705,898	109,263,326	-	-
	Other Funds	1,028,038	2,525,451	2,546,124	3,769,646	-	-
	Federal Funds	704,127	999,473	999,473	1,039,222	-	-
	All Funds	72,600,068	92,030,755	93,251,495	114,072,194	-	-
006-00-00-00000	**Administrative Services Division**						
	General Fund	62,249,475	58,172,004	58,682,884	110,617,850	-	-
	Other Funds	1,564,573	7,996,897	8,162,338	9,512,738	-	-
	All Funds	63,814,048	66,168,901	66,845,222	120,130,588	-	-
008-00-00-00000	**Human Resources Division**						
	General Fund	14,046,752	-	-	-	-	-
	Other Funds	3,970	-	-	-	-	-
	All Funds	14,050,722	-	-	-	-	-
009-00-00-00000	**Community Corrections**						
	General Fund	268,858,477	294,044,375	294,299,333	355,696,804	-	-

Summary Cross Reference Number	*Cross Reference Description*	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Leg Approved Budget*	*2019-21 Agency Request Audit*	*2019-21 Governor's Budget*	*2019-21 Leg. Adopted Audit*
009-00-00-00000	**Community Corrections**						
	Other Funds	6,572,423	6,995,550	6,973,560	7,252,638	-	-
	All Funds	275,430,900	301,039,925	301,272,893	362,949,442	-	-
010-00-00-00000	**Health Services**						
	General Fund	241,137,196	257,728,587	261,857,821	299,676,232	-	-
	Other Funds	531,073	667,029	667,029	715,055	-	-
	Federal Funds	3,430,585	3,353,513	3,353,513	3,494,360	-	-
	All Funds	245,098,854	261,749,129	265,878,363	303,885,647	-	-
011-00-00-00000	**Offender Management & Rehabilitation**						
	General Fund	62,790,232	70,739,936	72,363,625	80,083,563	-	-
	Other Funds	8,866,707	11,056,558	11,056,558	10,209,756	-	-
	All Funds	71,656,939	81,796,494	83,420,183	90,293,319	-	-
086-00-00-00000	**Debt Service**						
	General Fund	124,139,216	114,017,232	113,974,191	124,534,360	-	-
	Other Funds	29,263,146	-	43,042	-	-	-
	Federal Funds	1,123,728	1,038,513	1,038,513	940,120	-	-
	All Funds	154,526,090	115,055,745	115,055,746	125,474,480	-	-
088-00-00-00000	**Capital Improvements**						
	General Fund	2,718,093	2,824,471	2,824,471	2,931,801	-	-

Summary Cross Reference Number	*Cross Reference Description*	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Leg Approved Budget*	*2019-21 Agency Request Audit*	*2019-21 Governor's Budget*	*2019-21 Leg. Adopted Audit*
089-00-00-00000	**Capital Construction**						
	Other Funds	14,220,432	38,493,534	38,547,534	130,246,808	-	-
TOTAL AGENCY							
	General Fund	1,604,985,118	1,681,063,918	1,706,635,363	2,014,974,097	-	-
	Other Funds	78,079,293	81,738,081	82,099,322	179,885,850	-	-
	Federal Funds	5,258,440	5,391,499	5,391,499	5,473,702	-	-
	All Funds	1,688,322,851	1,768,193,498	1,794,126,184	2,200,333,649	-	-

PROGRAM PRIORITIZATION FOR 2019-21 CSL

PROGRAM PRIORITIZATION FOR 2019-21 CSL

Agency Name: Oregon Department of Corrections

2019-21 Biennium **Agency Number:** **29100**

Agency-Wide Priorities for 2019-21 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	656,946,438	-	-	-	-	$ 656,946,438	2,574	2,565.62	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	59,178,949	932,771	-	-	-	60,111,720	144	143.51	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	160,784,963	715,055	-	3,494,360	-	164,994,378	342	337.23	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	88,015,731	31,788	-	-	-	88,047,519	198	198.00	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	47,777,660	-	-	-	-	47,777,660	143	140.16	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	14,006,256	-	-	-	-	14,006,256	71	70.50	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
7	3	DOC	PHARM	Pharmacy	0	5	51,826,449	-	-	-	-	51,826,449	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	2,613,564	-	-	-	-	2,613,564	13	13.00	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	5,423,505	-	-	-	-	5,423,505	23	23.00	N	N	0			Standard inflation
10	4	DOC	DENT	Inmate Dental Services	0	5	18,885,149	-	-	-	-	18,885,149	60	55.88	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	5,347,984	2,111,946	-	-	-	7,459,930	10	9.50	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	33,182,491	131,355	-	-	-	33,313,846	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	258,772,823	776,089	-	-	-	259,548,912	-	-	N	Y	S	ORS 423.505		Standard inflation & forecast caseload impacts
14	2	DOC	CCG	Opt-Out Counties	3	5	23,288,790	1,749,543	-	-	-	25,038,333	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	19,740,618	99,774	-	-	-	19,840,392	73	72.00	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	2,337,846	-	-	-	-	2,337,846	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	1,031,712	730,569	-	-	-	1,762,281	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	21,697,584	4,727,006	-	-	-	26,424,590	9	9.00	N	Y	S	ORS 423.505		Standard inflation
19	6	DOC	ISS	Institution Rehabilitation Services (Counseling)	10	5	28,717,972	-	-	-	-	28,717,972	117	117.00	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	22,744,015	3,269,444	-	-	-	26,013,459	7	7.00	N	Y	C, S			Standard inflation

PROGRAM PRIORITIZATION FOR 2019-21 CSL

21	7	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	3,395,686	12,028,042	-	-	-	15,423,728	32	32.00	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	11,482,575	49,752	-	-	-	11,532,327	44	44.00	N	N	S			Standard inflation
23	1	DOC	OMR	Offender Management & Rehabilitation Admin	2,3,10.11	5	1,937,775	245,052	-	-	-	2,182,827	5	5.00	N	N	0			Standard inflation
24	7	DOC	RS	Religious Services & Restorative Justice	10	5	6,871,678	935,066	-	-	-	7,806,744	27	27.00	N	N	FM	Religious Land Use and Institutionalized Persons Act of 2000	Provide access to religious activities	Standard inflation
25	8	DOC	InS	Program Services	1,2,3,10	5	9,018,685	5,710,442	-	-	-	14,729,127	16	16.00	N	N	0			Standard inflation
26	8	DOC	ACT	Institution Inmate Activities	4,7	5	4,968,296	-	-	-	-	4,968,296	25	24.71	N	Y	C,S,FM	Oregon Constituton 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	1,648,027	-	-	-	-	1,648,027	6	6.00	Y	Y	0			Standard inflation
28	4	DOC	CCG	Interstate Compact	3	5	988,938	-	-	-	-	988,938	4	4.00	N	N	S, FM	ORS 423.505		Standard inflation
29	1	DOC	CI	Capital Improvements	0	5	2,931,801	-	-	-	-	2,931,801	-	-	N	N				Standard inflation
30	9	DOC	ICA	Inmate & Community Advocacy	1,3,8,9,10,11,12	5	1,467,647	-	-	-	-	1,467,647	3	3.00	N	N	FM			Standard inflation
	NR	DOC	DO	Director's Office	0	5	1,919,280	88,696	-	-	-	2,007,976	5	5.00	N	N				Standard inflation
	NR	DOC	IA	Internal Audits	0	5	933,058	-	-	-	-	933,058	3	3.00	N	N				Standard inflation
	NR	DOC	AO	Agency-wide Overhead	0	5	61,640,829	359,395	-	482,022	-	62,482,246	-	-	N	N				Pricelist growth
	NR	DOC	RO	Research & Projects Office	0	5	3,088,587	-	-	-	-	3,088,587	11	11.00	N	N				Standard inflation
	NR	DOC	OPB	CFO - Planning & Budget	0	5	3,053,700	-	-	-	-	3,053,700	10	10.00	N	N				Standard inflation
	NR	DOC	IGA	Inspector General - Admin	0	5	2,387,647	-	-	557,200	-	2,944,847	8	8.00	N	N				Standard inflation
	NR	DOC	SIU	Inspector General - Special Investigations	0	5	7,113,826	-	-	-	-	7,113,826	26	26.00	N	N				Standard Inflation
	NR	DOC	HRGS	Inspector General - Hearings	0	5	5,391,345	-	-	-	-	5,391,345	22	22.00	N	N				Standard Inflation
	NR	DOC	IPM	Inspector General - Inmate Phone System	0	5	-	668,398	-	-	-	668,398	3	3.00	N	N				Standard Inflation
	NR	DOC	COM	Office of Communications	11	5	1,903,847	-	-	-	-	1,903,847	7	7.00	N	N				Standard Inflation
	NR	DOC	FISC	CFO - Fiscal Services	0	5	17,403,521	293,348	-	-	-	17,696,869	76	75.09	N	N				Standard inflation
	NR	DOC	FACS	Facility Services	6	5	10,265,803	568,501	-	-	-	10,834,304	29	29.00	N	N				Standard inflation
	NR	DOC	DS	Distribution Services	0	5	9,326,876	8,051,247	-	-	-	17,378,123	66	65.66	N	N				Standard inflation
	NR	DOC	ITS	Information Technology Services	0	5	23,250,076	161,623	-	-	-	23,411,699	82	82.00	N	N				Standard inflation
	NR	DOC	GS-AD	Assistant Director - Administrative Services	0	5	717,696	19,798	-	-	-	737,494	2	2.00	N	N				Standard inflation
	NR	DOC	HRSD	Human Resources	13	5	17,607,998	5,544	-	-	-	17,613,542	65	64.50	N	N				Standard inflation
	NR	DOC	DS	Debt Service	0	5	116,080,590	-	-	-	940,120	117,020,710	-	-	N	N				Biennialized growth for prior sales
	NA	DOC	CAPC	Capital Construction	0	5	-	-	-	-	-	-	-	-	N	N				0
							$ 1,849,116,286	$ 44,460,244	$ -	$ 4,533,582	$ 940,120	$ 1,899,050,232	4,600	4,575.36						

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

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 2017-19 AND 2019-21)	(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. Deactivate Mill Creek (Salem), Santiam (Salem), Powder River (Baker City), Columbia River (Portland), Warner Creek (Lakeview), Shutter Creek (North Bend), Deer Ridge (Madras), and South Fork Forest Camp (Tillamook) and release 3,554 minimum-custody male inmates to community corrections local supervision (on or about May 1, 2020).	Currently, the Director of the Department of Corrections does not have statutory authority to release offenders prior to their calculated sentence completion date, so this strategy is only possible if statutory changes permit early releases by administrative action. Making these reductions would result in the release of almost 3,600 offenders into the community and to the supervision of local community corrections agencies. The agency already has nearly 900 emergency beds online across the state, as well as two unstaffed and mothballed institutions (Oregon State Penitentiary Minimum in Salem and the Deer Ridge Correctional Institution minimum facility in Madras) as a result of cost savings measures. This eliminates the possibility of closing facilities and simply transferring adults in custody to other locations – they would have to be released to realize any savings.. 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	GENERAL FUND DIRECT AND INDIRECT IMPACT: $103,573,065 OTHER FUND DIRECT IMPACT: $4,446,024 **TOTAL IMPACT:** **$108,019,089**	This is a workload/caseload reduction strategy that would involve the closure of eight facilities, each with unique agency missions. The lack of statutory/legal authority to early release inmates is a major 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. Change this significant cannot be achieved immediately. These estimates assume a minimum of a 10-month draw-down, being completed May 1, 2020. As such, the savings estimated reflect 14 months of the 2019-21 biennium.

10% REDUCTION OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
	provide savings for other local governments. Deactivation of Santiam Correctional Institution would eliminate a primary release facility in the Willamette Valley. Deactivation of Powder River Correctional Facility would eliminate alcohol & drug programs and a release facility on the east side of the state. Deactivation of the Deer Ridge facility would mean the entire institution would no longer house inmates. DOC recently shifted inmates out of the minimum facility and now houses minimum inmates in the medium complex. Since this strategy would call for deactivating male minimum beds except at the co-located facilities, both the medium and minimum complexes would be mothballed. Deactivation of Warner Creek and Shutter Creek would have a substantial impact to the rural communities where these institutions reside: Lakeview and North Bend, respectively. The combined biennial GF Personal Services for these two institutions in 2019-21 is $39,297,544. Deactivation of the South Fork Forest Camp would terminate the cooperative relationship with the Forestry Department for forest-related work crews, and		

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
	deactivation of the Columbia River Correctional Institution in Portland would shut down a major metropolitan releasing institution with significant programming and treatment capacity, and a medical hub for offsite medical connection to the Oregon Health & Science University. Up to 765 positions across all divisions with a combined GF Personal Services budget of $161,567,941 (for a full biennium) would be eliminated and the placement within the department would be subject to the seniority system contained in the collective bargaining agreements with AFSCME and AOCE. Collectively, this would result in a 17% reduction in the agency workforce. At this point, all of the free-standing male minimum-custody facilities would be closed, with only the co-located minimum units for men at Two Rivers (Umatilla) and Snake River (Ontario) remaining active.		
2. Deactivate the Oregon State Correctional Institution (OSCI) Salem, OR and release 895 medium-custody inmates to community corrections local supervision (on or about May 1, 2020).	Similar to Option 1 (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 either release medium-custody inmates (all releases in Option 1 are minimum-custody), or force the transfer	TOTAL GENERAL FUND IMPACT: **$32,751,970 GF**	This is the last of the workload or population reduction strategies offered to meet the 10% reduction target. Important to note here is that the sum total of the two population strategies is $136,325,035 GF, or 76% of the

10% REDUCTION OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
	of these inmates to other facilities where minimum custody inmates could then be released. This institution is the site for significant 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.		total GF reduction target of $173,303,570.
3. Proportional reduction to Community Corrections grants for local felony supervision (on or about July 1, 2019).	In the 2019-21 Current Service Level, funding for grants for parole, probation, and post-prison supervision is $282,061,613 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.	**$28,206,161 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 and certain misdemeanors will need to see proportional reductions; both incarceration and local supervision Although the DOC budget would decrease with the implementation of this strategy, the cost and risk to the counties would be significant as the released population would then need to be managed singularly by the counties in which the offenders are released.
4. Eliminate enhanced treatment funding for counties (on or about	As part of the funding strategy resulting from passage of BM 57 (2008), the	**$8,772,374 GF**	This reduction option is the second strategy impacting funding for local

10% REDUCTION OPTIONS (ORS 291.216)

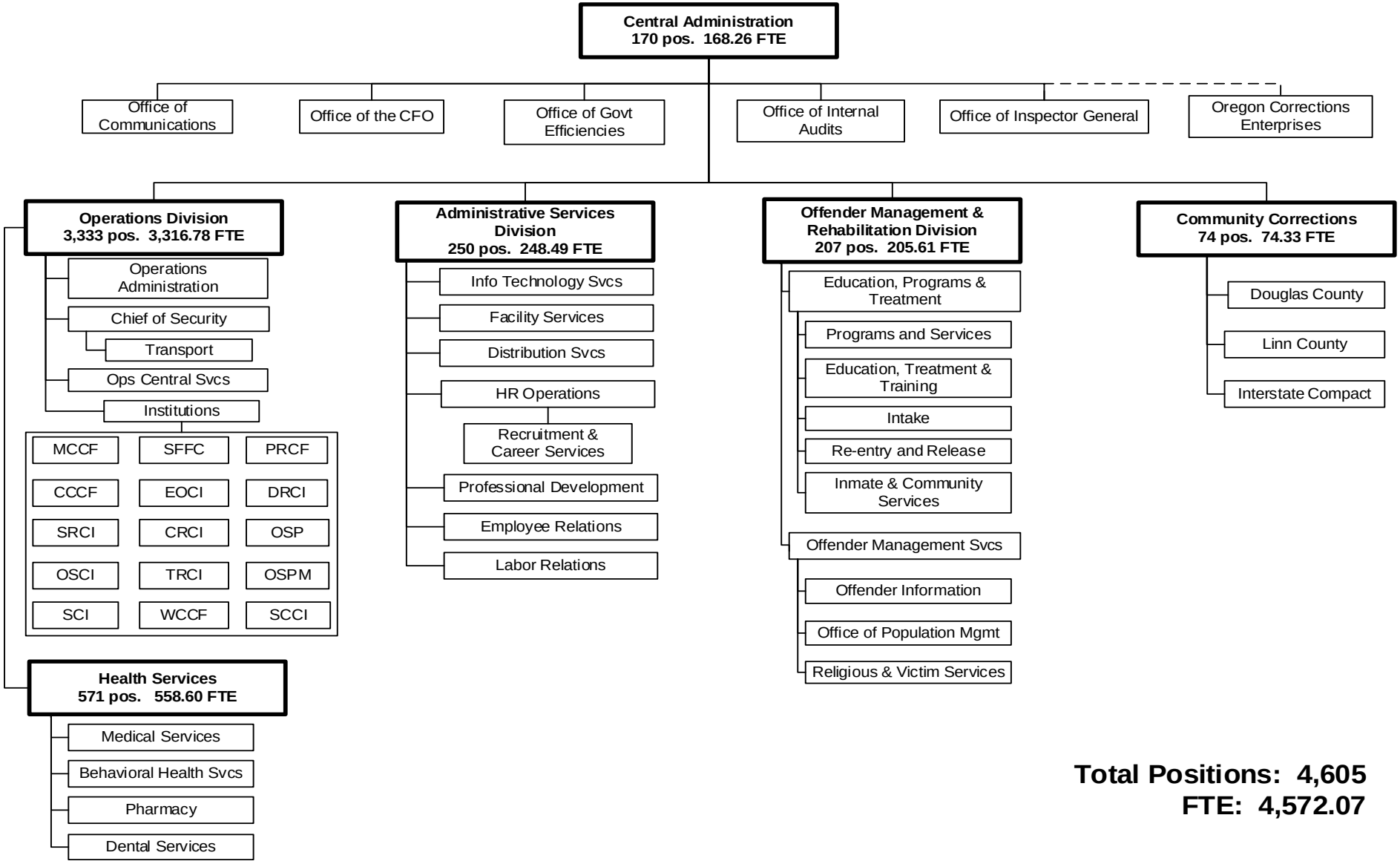
ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
July 1, 2019).	legislature approved $15M GF for additional addiction treatment in local communities. $5M of that was subsequently reduced in budget reduction exercises, but the inflated remainder is allocated to counties 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.		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. The reduction to this option has been adjusted down to meet the 10% reduction target for General Fund.
5. Restrict the expenditure of Federal Funds (full biennium)	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 is directed to partially reimburse the agency for inmate medical expenses. Two other federal fund limitations are included in the 2019-21 budget and are carryover balances from grants received in prior biennia – these also are dedicated by grant terms and conditions, for the express purpose to which the funds were awarded. These funds may not be redirected to other agency needs.	$453,358 FF	Since these funds may not be used for any other agency purpose, reducing federal funds limitation in this case would be counter-productive. Any reduction would simply result in DOC returning federal funds grant revenue to the granting agency.

10% REDUCTION OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
AGENCY TOTALS		**$173,303,570 GF** **$4,446,024 OF** **$453,358 FF** **$178,202,952 TOTAL**	

OREGON DEPARTMENT OF CORRECTIONS

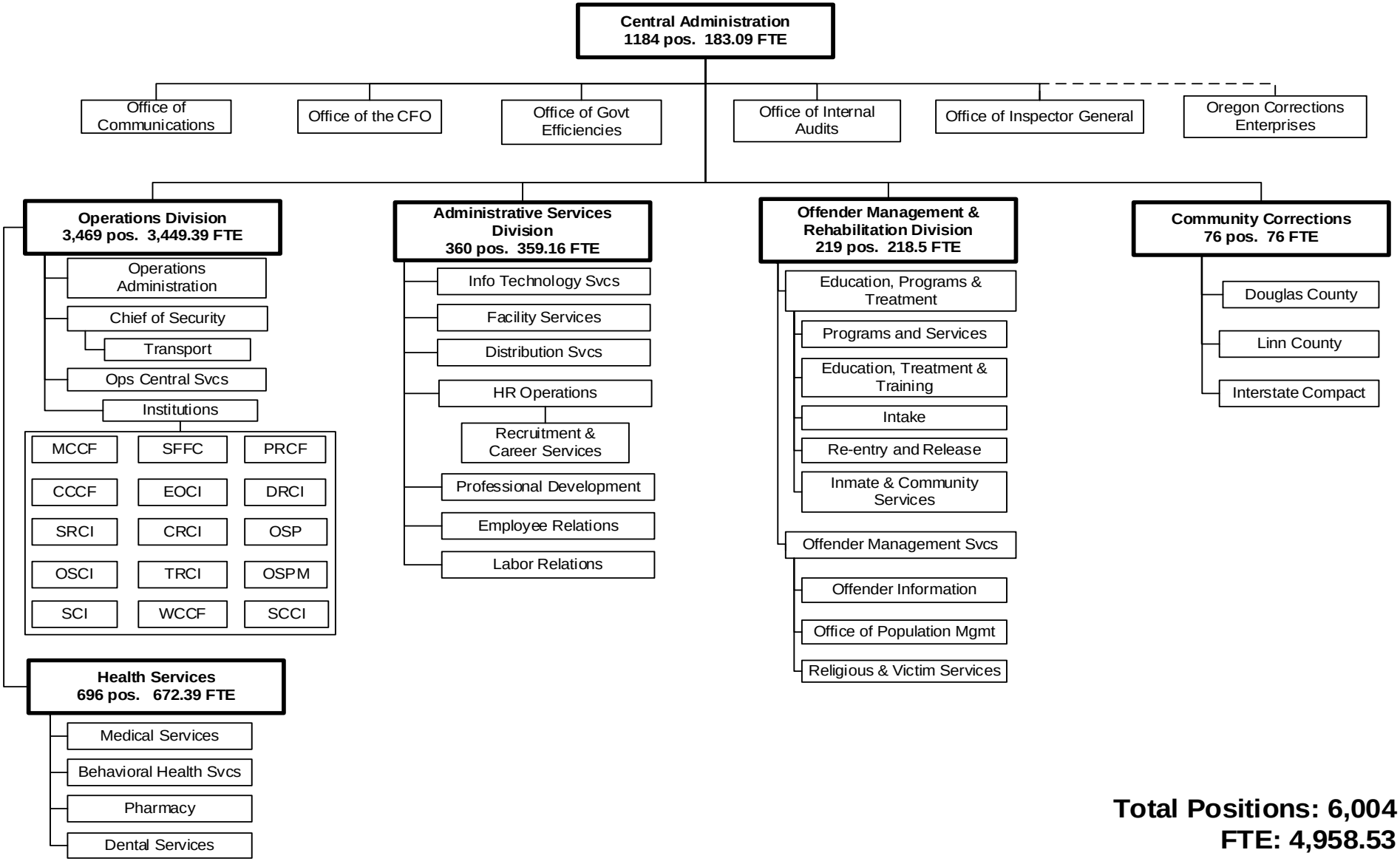
2017-19 Legislatively Approved Budget



Total Positions: 4,605
FTE: 4,572.07

OREGON DEPARTMENT OF CORRECTIONS

2019-21 Agency Request Budget



Total Positions: 6,004
FTE: 4,958.53

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Revenue Discussion
The 2019-21 Agency Request Budget for the Department of Corrections is financed primarily with General Fund; 91.9% from General Fund, 7.8% from Other Funds and 0.3% from Federal Funds. For 2019-21, Other Fund revenues to fund requested expenditure limitation are projected at $172,900,680, of which $132,400,00 is General Fund Obligation Bonds and $7,251,931 are Transfers In. 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) $230,953
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.

Other Charges for Services $24,829,270
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 $746,326
This revenue comes from charges to inmates for primarily provision of personal medical prostheses, and property damage and escape attempt costs. Also included are County non-sufficient check fees and drug court forfeitures.

Rents & Royalties $331,152
This revenue comes from warehouse space rental, land leases, and easements.

General Fund Obligation Bonds $132,400,000
The sale of General Fund Obligation Bonds will finance a portion of the department's most critical deferred maintenance issues.

Sales Income $2,328,305
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 $4,270,365
This account includes victim's restitution allocations to maintain the victim's notification program, as well as the Inmate Welfare Fund.

Transfer from Other State Agencies $7,251,931
In addition to the Other Revenues above, the department expects to receive funds from various state agencies, the majority being a transfer of pass through criminal fines funding from the Department of Revenue for $4,257,421 which is allocated to Oregon counties.

Federal Funds
Federal Funds $4,533,582
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 $940,120
These funds represent Build America Bonds from a federal program to help states pursue needed capital projects which build infrastructure and create jobs.

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Social Security reporting incentive	Other	0355	$149,000	$130,342	$130,342	**$230,953**	$0	$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	19,706,869	13,268,252	13,268,252	**23,544,238**	0	0
Admin & Service Charges	Other	0415	1,193,817	26,102	26,102	**1,285,032**	0	0
Charges to inmates for property damage, inmate victim restitution, Drug Court forfeitures and restitution for medical services	Other	0505	578,424	139,126	139,126	**746,326**	0	0
Warehouse space rental, land, building and tower leases, and easements	Other	0510	307,647	289,840	289,840	**331,152**	0	0
General Obligation Bonds	Other	0555	14,146,582	38,493,534	38,493,534	**132,400,000**	0	0
Refunding Bonds	Other	0575	27,167,985	0	0	0	0	0

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 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	263,123	12,994	110,036	**33,446**	0	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	2,144,929	1,971,038	1,971,038	**2,328,305**	0	0
Miscellaneous non-federal grants and donations	Other	0905	75,777	14,045	14,045	**81,567**	0	0
Grants (non-Federal)	Other	0910	369,159	194,618	194,618	**397,365**	0	0
Loan Repayments	Other	0925	0	34,563	34,563	0	0	0
Other Revenues, victim's restitution allocations, travel reimbursements, inmate victim restitution and personal medical equipment reimbursement	Other	0975	3,796,146	18,756,493	18,756,493	**4,270,365**	0	0

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Transfer of Inmate Welfare funds between programs. Transfer revenue between funds to properly align revenue to programs	Other	1010	4,826,530	1,438,365	1,438,365	**1,548,265**	0	0
Initial receipt of Inmate Welfare funds and recording movements of revenues between Department organizational units	Other	1050	0	0	0	**4,727,007**	0	0
Transfer from Administrative Services	Other	1107	7,711	0	0	**0**	0	0
Transfers from Department of Justice for Prison Industries Enhancement programs	Other	1137	37,830	26,000	26,000	**26,000**	0	0
Transfer from Department of Revenue for criminal fines	Other	1150	4,391,472	4,257,421	4,257,421	0	0	0

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

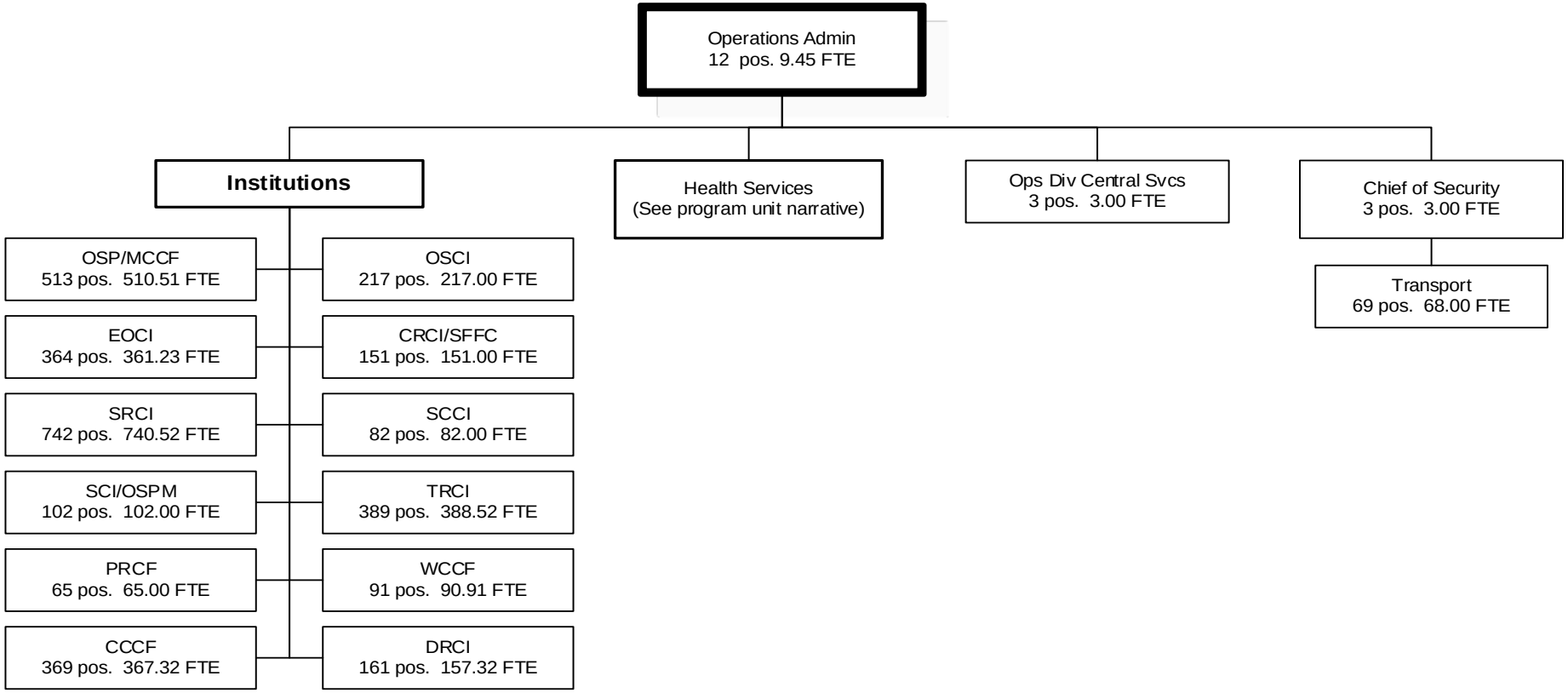
Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Transfer from Criminal Justice Commission	Other	1213	513,500	532,500	532,500	**552,735**	0	0
Transfer from OHA	Other	1443	200,000	0	0	0	0	0
Transfers from HECC	Other	1525	319,400	189,850	189,850	**189,850**	0	0
Transfers from Department of Education for grants and inmate educational programs	Other	1581	166,811	208,074	208,074	**208,074**	0	0
Transfer of Inmate Welfare Funds between programs. Transfer revenue between funds to properly align revenue to programs	Other	2010	(3,411,163)	(1,438,365)	(1,438,365)	**(1,548,265)**	0	0
Transfer to Administrative Services	Other	2107	(7,711)	0	0	0	0	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	5,218,441	5,457,833	5,457,833	**5,473,702**	0	0

OREGON DEPARTMENT OF CORRECTIONS

Operations Division Organizational Chart

(Excluding Health Services Program Unit)

2017-19 Legislatively Approved Budget



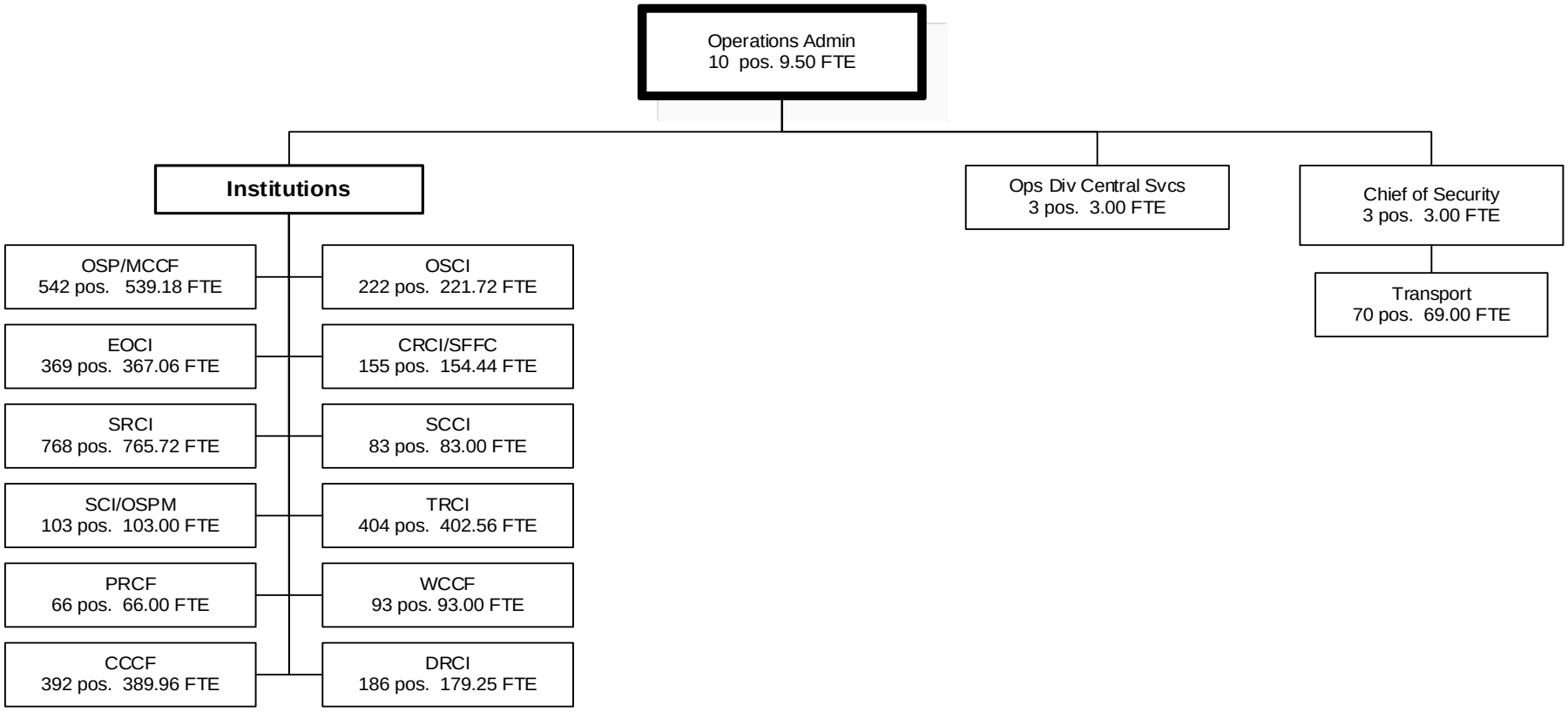
Total Positions: 3,333
FTE: 3,316.78

OREGON DEPARTMENT OF CORRECTIONS

Operations Division Organizational Chart

(Excluding Health Services Program Unit)

2019-21 Agency Request Budget



Total Positions: 3,469
FTE: 3,449.39

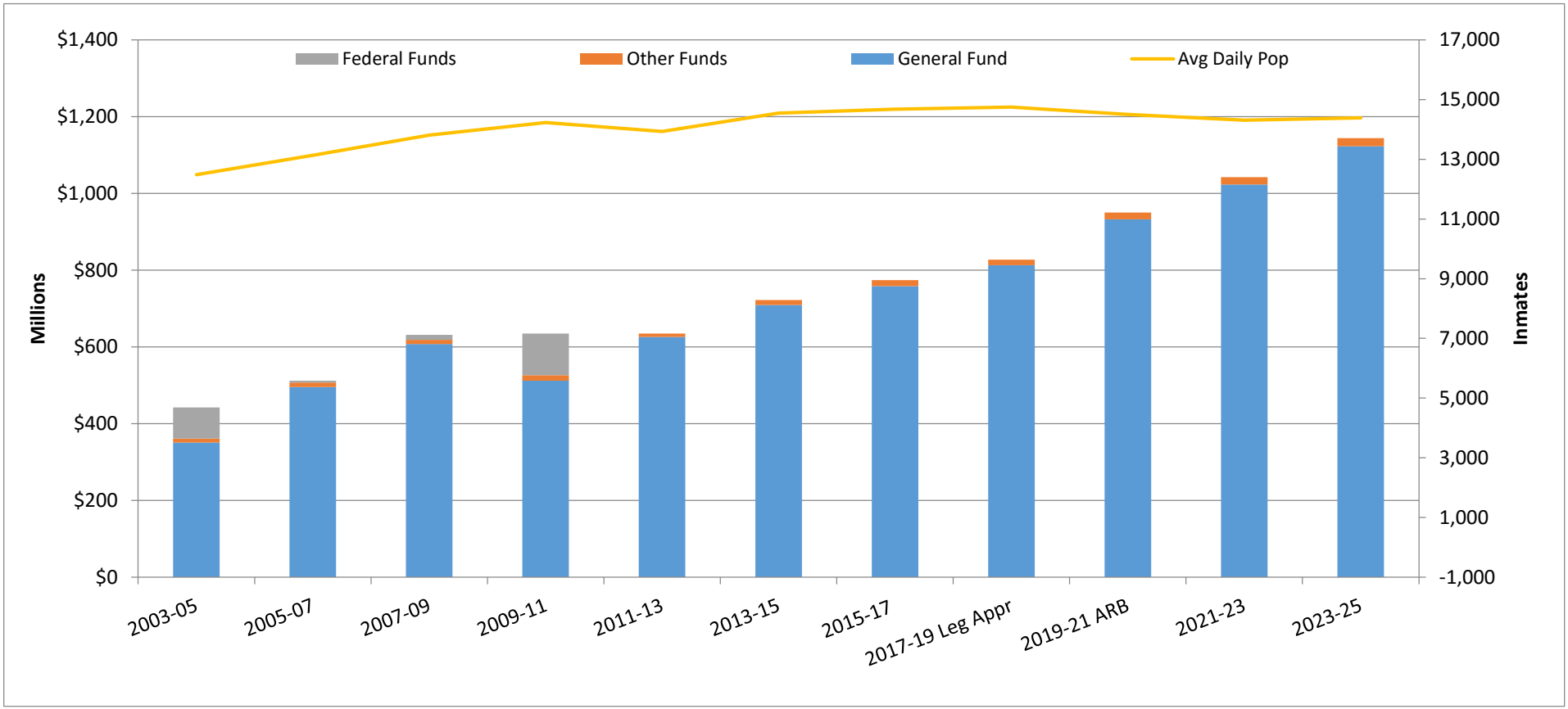
Operations

Program Unit Executive Summary

a. Long-Term Focus Areas that are impacted by the program: Healthy and Safe Oregonians

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 adults in custody (AICs) who have committed felonies.

e. Program Funding Request

This program is requesting $932,170,161 in General Fund to house adults who have been convicted of felony crimes and sentenced to more than 12 months of incarceration. This request includes funding for seven Policy Option Packages (POP), which are described in more detail later in this document. Estimated costs for 2021-23 are $1,022,959,337 and $1,123,019,886 for 2023-25.

f. Program Description

DOC provides care and custody for more than 14,900 individuals who have been convicted of felony crimes and sentenced to more than a 12-month period of incarceration. DOC has 14 active institutions, one of which is a female facility. AICs housed in DOC facilities have contact throughout each day with Operations Division employees. AICs 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 AICs, and for staff to perform their duties and hold AICs accountable for their actions while reducing the risk of future criminal behavior. To accomplish this, staff (security and security-plus and 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. AICs 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 safety and security of the prisons. Progressive privileges and consequences (based on behavior) allow AICs to make choices that determine their participation and activity levels. Work, education, organized activities, and programming occupy AICs time in pro-social ways that provide them with tools for re-entry to society. Staff engage AICs as part of the OAM, role modeling appropriate responses, reinforcing positive behavior, and redirecting AICs in day-to-day situations.

The primary cost driver for the Operations Division is the cost of staff associated overtime. The cost of AIC 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 Long-Term Outcomes

DOC's success in keeping convicted felons securely incarcerated for the duration of their sentence, operating safe and secure prisons, and providing opportunities for positive change are key components of public safety that contribute towards healthy and

safe Oregonians. By effectively using the time individuals are in custody, DOC can increase their chances of a successful transition back to the community.

- 93 percent of AICs will eventually return to the community. Through the use of the OAM and Correctional Case Management (CCM), Operations Division staff support successful transition to society and help reduce the likelihood of future crime and victimization.
- Institution counselors prepare a Corrections Plan addressing criminality for each AICs using the assessments completed by the CSD at intake. Addressing causes of criminality during incarceration increases chances for successful re-entry.
- Operations Division staff work with the Community Corrections Division and the Parole Board to prepare a release plan for each AICs, increasing the individual's chances of success as he/she transitions back to the community.
- DOC has increased the avenues for AICs to maintain contact with family and friends, which contributes to reducing recidivism.

h. Program Performance

Quantity Metric – Offender Population

The historical average daily AIC population figures below show an increase over the highlighted biennia. The Operations Division serves all AICs 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.

Average Daily Population

2007-09 13,809	2009-11 14,228	2011-13 14,125	2013-15 14,539	2015-17 15,568	2017-19 14845*	2019-21 14,503

*Average Daily Population based on April 2018 Prison Population Forecast

Quality Metric – Escapes

Numbers of escapes is one way to measure public safety. There have been no escapes from armed perimeter facilities over the last 10 years. DOC's target and projected performance is zero escapes. This measure is now reflected in the agency's scorecard.

Escapes from Armed Perimeter Facilities

2008 0	2009 0	2010 0	2011 0	2012 0	2013 0	2014 0	2015 0	2016 0	2017 0

Minimum-custody facilities are unarmed and may be unfenced. DOC staff are not authorized to pursue escapees from these facilities. DOC's target projected performance is zero escapes. This measure is now reflected in the agency's scorecard.

Escapes from Minimum-Custody Facilities

2008 2	2009 2	2010 0	2011 0	2012 2	2013 2	2014 4	2015 3	2016 4	2017 0

AIC 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 is 1.0 per month or less. This measure is now reflected in the agency's scorecard.

Work Crew Walk-aways

2008 .33	2009 .25	2010 .17	2011 .17	2012 .25	2013 .17	2014 0	2015 .16	2016 .50	2017 .16

Quality Metric – Level 1 Sanctions

The information below shows the number of AICs sanctioned for the most serious kinds of negative behavior. This measure is an indicator of the safety of DOC institutions. This measure was changed in recent years, so a full 10 years of history is available for the first time. The measure is expressed in terms of monthly average Level 1 sanctions per 1,000 AICs. DOC's target is 9.3. This measure is now reflected in the agency's scorecard.

Level 1 Sanctions

2008 10.08	2009 9.48	2010 9.76	2011 11.02	2012 9.40	2013 8.58	2014 8.86	2015 9.04	2016 9.86	2017 10.67

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 available for the first time. DOC's target through the reporting period and into the future is 1.7 average assaults per month per 1,000 staff. This measure has been below target since 2013 and is now reflected in the agency's scorecard.

Rate of Offender Assaults on Staff

2008 1.7	2009 1.33	2010 1.48	2011 1.64	2012 1.74	2013 1.30	2014 1.50	2015 1.63	2016 1.31	2017 1.75

Cost Metric – Cost per Inmate per Day

The standard DOC published rate is a measure of the direct cost to house and supervise per AIC per day. It does not include the cost of administrative units, such as payroll, purchasing, human resources, and central administration.

Cost per Inmate per Day

2005-07 $67.55	2007-09 $77.78	2009-11 $84.46	2011-13 $84.81	2013-15 $87.08	2015-17 $96.92	2017-2019 $108.26

i. Enabling Legislation/Program Authorization

Institution Security and Housing, Food Services, Physical Plant, Correctional Rehabilitation Services, AIC 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 1.7 percent of the unit's budget comes from Other Fund activities such as community work crews, meals sold to county jails and programs for seniors, AIC fines, sales of commissary items, and telephone revenue. The Operations Division receives no Federal Funds and has no dedicated state resources.

k. Describe how the 2019-21 funding proposal compares to the program authorized for the agency in 2017-19

Current Service Level continues the work of keeping Oregonians safe by housing AICs, holding them accountable for their actions, providing evidenced-based programs, and reducing the risk criminal behavior. The 2019-21 request increases funding for the Operations Division beyond Current Service Level through portions of three agency-wide policy option packages.

- Policy Package 101a – Norway Best Practices. This package component is to increase staffing to bring to Oregon the latest in effective gender-responsive cognitive interventions.
- Policy Package 111b – Correctional Services & Operations FTE. This package component requests to right size staffing needs at Deer Ridge Correctional Institution after the transition to the medium facility to reduce the levels of overtime, illness and safety risks to employees.
- Policy Package 112 – Hospital Security and Watches. This package seeks to address providing sufficient positions to provide security while AICs are admitted to medical facilities for treatment.
- Policy Package 113b – Other Funds Position Creation. This package component requests to establish additional other fund correctional officer positions that are necessary to fulfill work crew commitments.
- Policy Package 120 – Measure 17 Compliance. This package seeks to provide additional security positions to cover the expansion of the Oregon Corrections Enterprise laundry operation at the Oregon State Penitentiary.
- Policy Package 123 – Optimizing Special Housing. This package request additional positions for focused case management of men and women in the spectrum of segregation including those at risk of, currently housed in, or transitioning from segregation.
- Policy Package 124a – Opioid Overdose Prevention. This package component seeks to purchase mail scanners in an effort to increase our ability to stop the influx of drugs coming into our facilities through the mail, to protect the staff that handle the mail, and allow correspondence between the AICs and loved ones.

- Policy Package 124d – Opioid Overdose Prevention. This package component seeks the purchase of body scanners to reduce contraband and drugs coming into the institutions.

Program Unit Narrative

The Operations Division is responsible for the overall security, housing, and daily operations of Oregon's incarcerated adults who have committed felonies. 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: Institutions, Chief of Security, Operations Division Central Services, and Operations Administration. Health Services, which includes medical, dental, behavioral health and pharmacy, has historically been part of the Operations Division, however, as mentioned earlier, has become part of the Offender Management & Rehabilitation Division. Health Services will be discussed in greater detail under its own section.

Management reductions over past biennia have created circumstances where job duties have been redistributed, 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.

DOC accepts all adults remanded to state custody and has no independent release authority. Efforts to manage the volume of AICs entering the state's correctional system, such as HB 3194 (2013), have helped slow the rise in the AIC population. However, DOC continues to manage an AIC population forecasted to peak at 15,000 AICs during the summer of 2018 within existing prison capacity through the use of emergency beds. Even as the population begins to come down, some emergency beds for females and a majority of emergency beds for males will still be required throughout the 2017- 19 biennium. When paired with staff reductions, forced vacancies, and an inadequate post relief factor, it reduces the Operations Division's ability to effectively monitor and control AICs behavior. Additional beds and reduced staff make institutions less safe for staff and AICs.

The Operations Division relies on industry-specific studies and guidance to assist in measuring its own success and developing new initiatives. A few examples include:

- ***Bureau of Prisons / National Institute of Corrections (NIC)*** – NIC provides training, technical assistance, information services, and policy/program development assistance to federal, state, and local corrections agencies. DOC has joined NIC's efforts to address the specific wellness needs of the correctional field by participating in panel discussions, conferences, and informational webinars. DOC's director serves as the chair of the NIC Advisory Board and recently served as the chair of the

Board's subcommittee on employee wellness. In addition, DOC's director serves as the chair for the American Correctional Association's Committee on staff wellness.

- ***Disability Rights Oregon (DRO) –*** In January of 2016, DOC committed to improve outcomes for AICs assigned to a specialized mental health unit called the Behavioral Health Unit (BHU). Part of this commitment has included consultation with an expert retained by the Oregon Department of Justice, who has helped contribute to DOC's own innovative plans to improve the conditions of BHU. Some of the primary goals of improved conditions include increased time out of cell for both structured treatment and activities, and increased time out of cell for unstructured recreation and leisure. Enhanced mental health and unit programming have also been vital in improving conditions, as have the need to increase both treatment space and staffing. This commitment is outlined in a Memorandum of Understanding between DOC and DRO. DOC provides quarterly reports to DRO, capturing a number of the desired areas of improvement.

- ***Vera Institute of Justice*** - DOC continues to implement recommendations made by the Vera Institute of Justice which also brings the agency into compliance with recommendations by the US Department of Justice, National Institute of Corrections, Association of State Correctional Administrators and DRO. DOC recognizes that restrictive housing is an important part of our management tools, but should be a last resort and a more productive form of housing.

- ***Minnesota Study –*** A November 2011 study by the Minnesota DOC 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 AICs establish a continuum of social support from prison to the community, as well as more safe and secure prisons. As a result of the study, DOC has made many changes to increase AIC/family connectivity.

The Operations Division includes the following subunits, which are described in more detail below: Institutions, Chief of Security, Central Services, and Administration.

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 incarcerated adults. The April 2018 prison population forecast indicates a peak in the number of AICs midway through the 17-19 biennium, with 14,404 AICs in the custody of the DOC by the end of the 2019-21 biennium. General Fund appropriations are the primary funding source for institutions, with some other funds support from sources such as AIC work programs and the Inmate Welfare Fund.

DOC faces a number of challenges within its institutions. Among these is the continued use of temporary and emergency beds, despite a gradual decrease in AIC population, which has several implications. With additional beds and reduced staff presence, institutions

could become less safe for staff and AICs. 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, Salem (active medium/maximum facility; inactive minimum facility);
- Oregon State Correctional Institution, Salem;
- Mill Creek Correctional Facility, Salem;
- Santiam Correctional Institution, Salem;
- Columbia River Correctional Institution, Portland;
- South Fork Forest Camp, Tillamook;
- Shutter Creek Correctional Institution, North Bend;
- Eastern Oregon Correctional Institution, Pendleton;
- Coffee Creek Correctional Facility, Wilsonville;
- Powder River Correctional Facility, Baker City;
- Snake River Correctional Institution, Ontario;
- Two Rivers Correctional Institution, Umatilla;
- Warner Creek Correctional Facility, Lakeview; and
- Deer Ridge Correctional Institution, Madras (active medium facility operated as a minimum; inactive minimum facility).

Correctional institutions are organized and staffed based upon the following fundamental principles:

- Correctional institutions will:
    - Be secure, safe, civil, and productive environments for staff, AICs, and the public;
    - Ensure that all employees are active, visible, skilled participants in achieving the goals of the OAM and the mission of the department;
    - Operate cost-effectively through use of available AIC labor, automation, new technologies, and other strategies to achieve economies and efficiencies; and
    - Encourage AICs 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 and CORE (performance metrics), which encompasses many department initiatives and projects, providing a foundation for AICs to lead successful lives upon release and the agency to monitor its progress in achieving DOC goals.

- Institution security practices, such as proactive security threat management and appropriate housing assignments, assist the department in holding AICs accountable for their actions, managing the AIC population within resource limits, and maintaining a safe and secure environment.

- The department encourages staff to influence AIC behavior positively, to acknowledge positive change, and to provide incentives for AICs 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 AIC behaviors, preparing AICs for transition through opportunities to practice responsible behaviors, enhancing staff and AIC interaction, and limiting AIC litigation.

- Meaningful work contributes to the success of AICs upon release. Most AICs 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 AICs corrections plans to mitigate criminal risk factors and further preparing AICs to successfully transition back into their communities. The successful re-entry of AICs makes our communities safer for the citizens of Oregon.

Chief of Security

The Chief of Security is responsible for institution peer security audits, Emergency Preparedness, Special Weapons and Tactics teams (SWAT), Crisis Negotiator Teams (CNT), the staff deployment function, and AIC transport. The transport unit is the largest of these functions and is an integral part of DOC prison operations. DOC transports AICs for a variety of reasons, including:

- Medical appointments – Oregon and the U.S. Constitution guarantees the right to for all AICs to receive 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 AICs to move them from one DOC facility to another;
- Programming needs;
- Interstate compact transfers; and
- Coordination of new intakes from county facilities.

Operations Division Central Services

This program is responsible for policy development, central budget management, and use of automation within institutions, central coordination of institution food programs, planning and dietary certification of AIC menus, and central coordination of AIC work programs.

Operations Division Administration

The Operations Division Administration includes the Assistant Director, an Eastside and a Westside Institution Chief of Security Administrator, and support staff. Primary responsibilities are agency policy oversight and implementation strategies for consistent 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. The centralized oversight of the major functions that protect the public and provide the core functions of safe, secure, and orderly prisons, DOC is improving the consistency and quality of its security operations.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	**Position/ FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Operations Division Administration	10 / 9.5		$5,680,566	$2,111,946	$0	$7,792,512
Transport Unit	73 / 72.00		$19,740,618	$99,774	$0	$19,840,392
Operation Division Central Services	3 / 3.00		$709,130	$1,463,528	$0	$2,172,658
Institutions	3383 / 3364.89		$906,039,847	$14,503,961	$0	$920,543,808
Program Unit Total	3469 / 3449.39		$932,170,161	$18,179,209	$0	$950,349,370

Revenue Sources

Federal State Criminal Alien Assistance Program (SCAAP) grant funds are part of the Operations Division appropriation for budgetary purposes, although the Health Services work unit, where the funds are used, is overseen by the Correctional Services Division. These funds are relatively small and do not require a match of state funds.

Other Funds are also a very small percentage of the Operations Division's funding (approx. 1.7 percent) and are primarily used to cover the cost of AIC activities and work programs. The constitution of the State of Oregon requires that any revenues earned in AIC work programs be restricted to the support of those AIC work programs.

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 2017-19 Base Budget by the standard inflation factor of 3.8%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$13,093,043
Other Funds	$412,392

2021-23 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 2021-23, 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	13,093,043	-	-	-	-	-	13,093,043
Transfer In - Intrafund	-	-	-	-	-	-	-
Total Revenues	**$13,093,043**	**-**	**-**	**-**	**-**	**-**	**$13,093,043**
Personal Services							
Overtime Payments	1,412,726	-	183,093	-	-	-	1,595,819
Shift Differential	264,952	-	984	-	-	-	265,936
All Other Differential	1,676,890	-	9,097	-	-	-	1,685,987
Public Employees' Retire Cont	739,012	-	42,553	-	-	-	781,565
Pension Obligation Bond	3,751,065	-	55,691	-	-	-	3,806,756
Social Security Taxes	256,618	-	14,781	-	-	-	271,399
Unemployment Assessments	9,196	-	-	-	-	-	9,196
Mass Transit Tax	1,911,672	-	10,480	-	-	-	1,922,152
Vacancy Savings	3,070,912	-	95,713	-	-	-	3,166,625
Total Personal Services	**$13,093,043**	**-**	**$412,392**	**-**	**-**	**-**	**$13,505,435**
Services & 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: 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							
Office Furniture and Fixtures	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	13,093,043	-	412,392	-	-	-	13,505,435
Total Expenditures	**$13,093,043**	**-**	**$412,392**	**-**	**-**	**-**	**$13,505,435**
Ending Balance							
Ending Balance	-	-	(412,392)	-	-	-	(412,392)
Total Ending Balance	**-**	**-**	**($412,392)**	**-**	**-**	**-**	**($412,392)**

Operations 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 2017-19 biennium. Package 021 includes the added costs of programs above the 2019-21 Base Budget level, after adjustments are made for start-up costs or other one-time expenditures funded in 2017-19.

How Achieved
This package phases in ongoing General Fund staffing related S&S funding associated with OSP BHU positions approved in 17-19 POP 114 in the 2017-19 LAB.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$30,488
Other Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 021 - Phase - In

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	30,488	-	-	-	-	-	30,488
Total Revenues	**$30,488**	**-**	**-**	**-**	**-**	**-**	**$30,488**
Services & Supplies							
Instate Travel	3,565	-	-	-	-	-	3,565
Employee Training	3,159	-	-	-	-	-	3,159
Office Expenses	16,472	-	-	-	-	-	16,472
Data Processing	4,540	-	-	-	-	-	4,540
Food and Kitchen Supplies	-	-	-	-	-	-	-
Other Services and Supplies	2,752	-	-	-	-	-	2,752
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**$30,488**	**-**	**-**	**-**	**-**	**-**	**$30,488**
Total Expenditures							
Total Expenditures	30,488	-	-	-	-	-	30,488
Total Expenditures	**$30,488**	**-**	**-**	**-**	**-**	**-**	**$30,488**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 2017-19 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2017-19 budget.

How Achieved
This package phases out one-time General Fund staffing related expendable property funding associated with OSP BHU positions approved in 2017-19 LAB POP 114. In addition, one-time General Fund budget for transport buses approved in 2017-19 LAB POP 811 have been phased out.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$(884,471)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	(884,471)	-	-	-	-	-	(884,471)
Total Revenues	**($884,471)**	**-**	**-**	**-**	**-**	**-**	**($884,471)**
Personal Services							
Temporary Appointments	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Agency Program Related S and S	(94,722)	-	-	-	-	-	(94,722)
Other Services and Supplies	(9,840)	-	-	-	-	-	(9,840)
Expendable Prop 250 - 5000	(60,825)	-	-	-	-	-	(60,825)
IT Expendable Property	(10,296)	-	-	-	-	-	(10,296)
Total Services & Supplies	**($175,683)**	**-**	**-**	**-**	**-**	**-**	**($175,683)**
Capital Outlay							
Automotive and Aircraft	(708,788)	-	-	-	-	-	(708,788)
Total Capital Outlay	**($708,788)**	**-**	**-**	**-**	**-**	**-**	**($708,788)**
Total Expenditures							
Total Expenditures	(884,471)	-	-	-	-	-	(884,471)
Total Expenditures	**($884,471)**	**-**	**-**	**-**	**-**	**-**	**($884,471)**

Corrections, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

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
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 2019-21, inflation factors are 3.8% for standard inflation, 4.2% for Professional Services, 20.14% for Attorney General charges, 3.8% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2019-21 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	$3,911,620
Other Funds	$292,928
Federal Funds	$0

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

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	3,911,620	-	-	-	-	-	3,911,620
Total Revenues	**$3,911,620**	**-**	**-**	**-**	**-**	**-**	**$3,911,620**
Services & Supplies							
Instate Travel	71,857	-	12,842	-	-	-	84,699
Out of State Travel	4,465	-	1,460	-	-	-	5,925
Employee Training	16,595	-	341	-	-	-	16,936
Office Expenses	66,345	-	6,347	-	-	-	72,692
Telecommunications	205	-	975	-	-	-	1,180
Data Processing	13,479	-	1,231	-	-	-	14,710
Publicity and Publications	295	-	-	-	-	-	295
Professional Services	29,598	-	-	-	-	-	29,598
Attorney General	200,675	-	1,279	-	-	-	201,954
Employee Recruitment and Develop	6,394	-	137	-	-	-	6,531
Dues and Subscriptions	223	-	17	-	-	-	240
Fuels and Utilities	1,109,316	-	882	-	-	-	1,110,198
Facilities Maintenance	448,465	-	13,029	-	-	-	461,494
Food and Kitchen Supplies	1,030,907	-	42,757	-	-	-	1,073,664
Medical Services and Supplies	2,233	-	252	-	-	-	2,485
Other Care of Residents and Patients	755,105	-	102,622	-	-	-	857,727
Other Services and Supplies	98,728	-	98,891	-	-	-	197,619
Expendable Prop 250 - 5000	33,300	-	5,981	-	-	-	39,281

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							
IT Expendable Property	6,736	-	1,495	-	-	-	8,231
Total Services & Supplies	**$3,894,921**	**-**	**$290,538**	**-**	**-**	**-**	**$4,185,459**
Capital Outlay							
Other Capital Outlay	16,699	-	2,390	-	-	-	19,089
Total Capital Outlay	**$16,699**	**-**	**$2,390**	**-**	**-**	**-**	**$19,089**
Total Expenditures							
Total Expenditures	3,911,620	-	292,928	-	-	-	4,204,548
Total Expenditures	**$3,911,620**	**-**	**$292,928**	**-**	**-**	**-**	**$4,204,548**
Ending Balance							
Ending Balance	-	-	(292,928)	-	-	-	(292,928)
Total Ending Balance	**-**	**-**	**($292,928)**	**-**	**-**	**-**	**($292,928)**

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. Medical accounts are approved to use the additional medical services inflation factor because they rely heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology, and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2019-21, the above standard inflation factor for Medical Services and Supplies is 0.4%, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$235
Other Funds	$27
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	235	-	-	-	-	-	235
Total Revenues	**$235**	**-**	**-**	**-**	**-**	**-**	**$235**
Services & Supplies							
Medical Services and Supplies	235	-	27	-	-	-	262
Total Services & Supplies	**$235**	**-**	**$27**	**-**	**-**	**-**	**$262**
Total Expenditures							
Total Expenditures	235	-	27	-	-	-	262
Total Expenditures	**$235**	**-**	**$27**	**-**	**-**	**-**	**$262**
Ending Balance							
Ending Balance	-	-	(27)	-	-	-	(27)
Total Ending Balance	**-**	**-**	**($27)**	**-**	**-**	**-**	**($27)**

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 additional staff and operating costs required to operate these programs. The April 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
In response to the caseload projections included in the April 2018 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 de-activating temporary and emergency beds within the department's facilities as the result of the declining prison population forecast.

Specifically, the plan includes reducing the funding for temporary and emergency beds planned to be de-activated during the 2019-21 biennium at Two Rivers Correctional Institution, Coffee Creek Correctional Facility, and Eastern Oregon Correctional Institution.

Agency Request Budget

Staffing Impact

None

Revenue Source

General Fund	$(241,585)
Other Funds	$0

2021-23 Fiscal Impact
Mandated caseload is re-projected each biennium during budget development based on the most current Office of Economic Analysis population forecast, therefore actions in this package will not have an impact in 2021-23.

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	(241,585)	-	-	-	-	-	(241,585)
Total Revenues	**($241,585)**	**-**	**-**	**-**	**-**	**-**	**($241,585)**
Services & Supplies							
Office Expenses	(4,832)	-	-	-	-	-	(4,832)
Professional Services	(4,832)	-	-	-	-	-	(4,832)
Fuels and Utilities	(79,721)	-	-	-	-	-	(79,721)
Facilities Maintenance	(26,576)	-	-	-	-	-	(26,576)
Food and Kitchen Supplies	(67,644)	-	-	-	-	-	(67,644)
Other Care of Residents and Patients	(48,316)	-	-	-	-	-	(48,316)
Other Services and Supplies	(4,832)	-	-	-	-	-	(4,832)
Expendable Prop 250 - 5000	(4,832)	-	-	-	-	-	(4,832)
Total Services & Supplies	**($241,585)**	**-**	**-**	**-**	**-**	**-**	**($241,585)**
Total Expenditures							
Total Expenditures	(241,585)	-	-	-	-	-	(241,585)
Total Expenditures	**($241,585)**	**-**	**-**	**-**	**-**	**-**	**($241,585)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Operations Division

101 Norway Modifications

Purpose
In the fall of 2017, a delegation of Oregon Leaders from the Department of Corrections (DOC), the Criminal Justice Commission, and the Oregon Senate and House traveled to Norway as part of a prison exchange program funded by the Prison Law Office. The expectation of the delegation was to incorporate the best of the Norwegian prison system in Oregon to further our agency's mission, vision, and strategic plan.

Four policy and program areas have been identified for this package request to meaningfully capitalize on the lessons learned in our exchange:

A. Investment in effective correctional case management (CCM). Norway has a 1-to-1 staffing ratio, assigning each person in custody a primary contact officer who serves as their champion change agent. While we cannot achieve this staffing ratio, we can utilize key employees as change agents and provide these employees with manageable caseload sizes that allow opportunity for mentoring and skill building.
B. Investment in services for children with incarcerated parents. Norway emphasizes family connections by providing extended visitation, including family in case management, and treating family connections as a right rather than a privilege.
C. Investment in staff training**.** Staff in Norway receive a four-year associate's degree in dynamic security and social and behavioral interventions, provided by the prison system, before being assigned to a prison post.
D. Investment in effective cognitive interventions. Norway provides treatment and support services through an import model, meaning the services delivered inside prison are the same services provided in the community to non-incarcerated people. While we cannot achieve the same treatment delivery system, we can contract for effective, gender-responsive cognitive interventions.

The resources being requested for the Operations Division are specific to item A.

A. Case Management

Turning the dial of criminality toward public safety is a science of refining best practices and interventions, we know how to reduce continued criminal behavior and prevent future victims. Core to this science is proper case management and interventions provided by trained correctional change agents, equipped with the skills, tools, and support to yield the measurable change in adults in custody (AIC). While Oregon's recidivism rate remains among the best in the country, we are concerned about plateauing. CCM, an agency multi-year strategic initiative, focuses on creating highly trained corrections professionals, structures, and outcome-focused interventions

that result in a continuum of care compatible with best practices in the community. Over the last two years of evaluating and improving CCM we have determined we lack audit standards for case management, updated policies, trust and consistency between institutions, and an overall continuum of care.

The resources requested specific to Item A. are $2,992,572 General Fund, 13 positions, 13.00 FTE.

How Achieved

A. Correctional Case Management

CCM is currently a multi-year agency strategic initiative rooted in research showing proper assessment, targeting, and case management of individual criminality positively impacts future public safety by preventing new crime. We know that AICs with moderate to high criminogenic needs require higher levels of individualized case management than those of lower risk. Thus far in this strategic initiative, the agency has shifted existing resources to fund and staff this undertaking. This includes creating a CCM administrator and two training FTE, gathering statewide stakeholders quarterly for strategic planning and training, and investing in proven curriculum.

The agency conducted a gap analysis to determine the needs of AICs in relation to our current services. Nearly 150 in-person interviews of key staff were conducted by the CCM administrator in addition to an anonymous online survey series to assess readiness for change. While we are confident in our implementation plan, investment, and commitment to this agency goal, we need staff at the levels to provide effective case management.

Criminal justice best-practice assessments show we need: 16 new Institution Counselor FTE; 26 Corrections Technicians to manage approximately 8,300 low risk AICs; and three OS2 FTE. We are asking in this package for 10 Institution Counselors and 3 OS2 staff. With these staff, we will be able to reduce the size of our caseloads and begin to employ practices through ongoing assessment and outcome tracking.

Quantifying Results

The agency's performance measurement scorecard captures three outcome measures directly related to Key Performance Measures #2 and #3. An outcome measure titled, "Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release" tracks the percentage of AICs completing treatment, education, or cognitive behavioral change programs before release (AGY_OM8b – KPM #2). In addition, we have two KPM #3 recidivism outcome measures that track the 36-month recidivism rate of offenders released to post-prison supervision (AGY_OM5b and OM5d). Numerous operating processes are tracked on both the agency and the Offender Management and Rehabilitation Division performance measurement scorecards that CCM, parenting, and cognitive programs, as shown below.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM8b (KPM #2)	Meeting Treatment, Education, and/or Cognitive Programming Needs	Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release.	≤ 63%	64-71%	≥ 72%	75%	Quarterly
AGY_OM5b (KPM #3)	Arrest for any new crime, statewide, post-prison supervision (HB3194)	36-month recidivism rate of people released to post-prison supervision.	TBD	TBD	TBD	TBD	Semiannually
AGY_OM5d (KPM #3)	Conviction for a new crime, misdemeanor or felony statewide, post-prison supervision (HB3194)	36-month recidivism rate of people released to post-prison supervision.	TBD	TBD	TBD	TBD	Semiannually
AGY_OP2c	Behavioral Change Programs	Percent of releasing AICs participating in behavioral change programs	≤64%	65% - 75%	≥76%	80%	Quarterly
CSV_OP2.4a	H/M-ACRS AICs with an Active Case Plan	Percent of H/M-ACRS non-Intake status population with completed assessments who also have active case plans	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.4b	Low-ACRS AICs with an Active Case Plan	Percent of low-ACRS AICs with an active case plan	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8a	AICs Completing COG	Percent of releasing cognitive behavioral change participants completing a program	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8b	Targeted Risk Group Completing COG	Percent of cognitive behavioral change program completers in the targeted risk group *(includes overrides)*	TBD	TBD	TBD	TBD	Monthly

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
CSV_OP2.8c	AICs Refusing COG	Percent of AICs refusing COG (includes only post-program entry because we don't currently collect data on pre-program entry refusals)	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8d	AICs Administratively Removed from COG	Percent of COG program exits that are administrative removals	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8e	AICs Failing COG	Percent of COG program exits that are failures	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8f	COG Exits for Unknown Reasons	Percent of COG program exits that are for unknown reasons (other exits)	TBD	TBD	TBD	TBD	Monthly

A lifecycle analysis identified our case management professionals lacked sufficient training. An extensive training effort was initiated October 2017, to provide training to every correctional rehabilitation services manager and counselor. This is targeted to be completed July 2018, after which “booster” training will be provided and a counselor “academy” will be developed for all new incoming counselors.

Targets for completing counselor training in specific tools to be used in their work in providing direct services to the AICs on their caseloads are as follows:

Case Management/ Direct Services Tool	100% of Existing Counselors’ Training Completed By
LS/CMI	04/05/18
Initial Case Plan-How to Build a BCP	04/05/18
Cognitive Behavioral Interventions and Tools	05/31/18
Coaching and Feedback	October 2018
EPICS	September 2019

Correctional rehabilitation managers and counselors are being trained in how to develop effective, individualized Behavior Change Plans (BCPs), and how to consistently and accurately score them using a scoring matrix that employs factors such as: criminogenic needs, goal details, and problem statements, progress notes, etc. For the first round of practice scoring, the counselors were allowed to submit a BCP of their choice; beginning in March 2018, the AIC ID numbers for BCP review have been randomly selected by research. To date, 252 BCPs have been scored across all institutions except Intake and Coffee Creek Correctional Facility (CCCF) with an average score of 44 percent and 52 scoring at 75 percent or higher. After the WRNA, a BCP scoring tool is developed, female BCPs will also be assessed, which is anticipated to start July 2018. To track the success of CCM the BCP scoring consistency and accuracy training, we have established the following targets:

Target Date	% of BCPs Achieving a 75% on BCP Scoring Guide
July 2018	15%
January 2019	35%
July 2019	50%
January 2020	75%

After the Automated Criminal Risk Score (ACRS) is recalibrated, we will also incorporate recommendations from the Vera Institute of Justice regarding caseload targets for counselors with medium- and high-risk caseloads.

For the PIO Phase II pilot program, we are planning to provide coached parenting skills/interaction practice and enhanced visits to the following number of AICs:

	Classes per Year	AICs Served Per Year	Total Classes Per Contract	Total AICs Served per Contract
1 Institution	7	42	14	84
3 Institutions	21	126	42	252

Results of the participant pre- and post-surveys will be also be tracked to quantify gains in desired parenting, problem-solving, and other skills and attitudes.

The DPSST mandate will include quarterly tracking to ensure compliance with continuing education hours that are required. The manager and leadership training will measure the percentage of managers completing training as well as gains in desired leadership attributes for participants.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	13
FTE	13.00

Revenue Source

General Fund	$2,992,572
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going cost will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

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	2,992,572	-	-	-	-	-	2,992,572
Total Revenues	**$2,992,572**	**-**	**-**	**-**	**-**	**-**	**$2,992,572**
Personal Services							
Class/Unclass Sal. and Per Diem	1,484,040	-	-	-	-	-	1,484,040
Overtime Payments	130,149	-	-	-	-	-	130,149
Shift Differential	15,581	-	-	-	-	-	15,581
All Other Differential	109,078	-	-	-	-	-	109,078
Empl. Rel. Bd. Assessments	793	-	-	-	-	-	793
Public Employees' Retire Cont	383,067	-	-	-	-	-	383,067
Social Security Taxes	133,028	-	-	-	-	-	133,028
Unemployment Assessments	3,131	-	-	-	-	-	3,131
Worker's Comp. Assess. (WCD)	754	-	-	-	-	-	754
Mass Transit Tax	8,682	-	-	-	-	-	8,682
Flexible Benefits	457,392	-	-	-	-	-	457,392
Total Personal Services	**$2,725,695**	**-**	**-**	**-**	**-**	**-**	**$2,725,695**
Services & Supplies							
Instate Travel	22,009	-	-	-	-	-	22,009
Employee Training	19,500	-	-	-	-	-	19,500
Office Expenses	101,686	-	-	-	-	-	101,686
Data Processing	28,028	-	-	-	-	-	28,028
Other Services and Supplies	16,991	-	-	-	-	-	16,991
Expendable Prop 250 - 5000	42,653	-	-	-	-	-	42,653

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

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							
IT Expendable Property	36,010	-	-	-	-	-	36,010
Total Services & Supplies	**$266,877**	**-**	**-**	**-**	**-**	**-**	**$266,877**
Total Expenditures							
Total Expenditures	2,992,572	-	-	-	-	-	2,992,572
Total Expenditures	**$2,992,572**	**-**	**-**	**-**	**-**	**-**	**$2,992,572**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							13
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**13**
Total FTE							
Total FTE							13.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**13.00**

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
1900005	CP	C0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,305.00	79,320				79,320
									58,845				58,845
1900006	CP	C0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,305.00	79,320				79,320
									58,845				58,845
1900008	CP	C0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,305.00	79,320				79,320
									58,845				58,845
1900010	CP	C6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900011	CP	C6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900012	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900013	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900014	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900015	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900016	CP	C6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900017	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900018	AAONC	6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
1900140	CP	C6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
									72,287				72,287
			TOTAL PICS SALARY						1,484,040				1,484,040
			TOTAL PICS OPE						899,405				899,405
			TOTAL PICS PERSONAL SERVICES =	13	13.00	312.00			2,383,445				2,383,445

Operations Division

111 Justice Reinvestment

Purpose
This Policy Option Package 111 seeks to address the following items:

A. Offender Information and Sentence Comprehensive Training Program
B. Deer Ridge Correctional Institution Move Expansion
C. Rightsizing Intake
D. Release and Re-entry Counselors

This request is related to Items B.

In the last four biennia, the Justice Reinvestment Initiative (JRI) has taken hold in Oregon, shifting sentencing laws and bringing innovation in community-level justice decisions. During that time, prison population forecasts have changed significantly. The department, a champion of justice reinvestment, accommodated policy changes utilizing existing staffing patterns and avoiding costly fiscal impact statements keeping in mind the long-term goal of a downwardly curving arch of prison populations. With this achievement and a sense of predictability ahead, our agency has undergone analysis of staffing patterns and workloads revealing four units most impacted over the time period of JRI. This includes peak incarceration numbers, expansion of Short-Term Transitional Leave (STTL), changes in sentencing laws, and overall changes in the profiles of people being incarcerated. The impacted units are Offender Information and Sentence Computation (OISC), Intake, Release Counselors, and the Deer Ridge Correctional Institution (DRCI) in Madras. Currently, these units face decreased effectiveness of critical processes, increased overtime costs, and diminished staff wellbeing and retention.

B. Deer Ridge Correctional Institution Move Expansion

When AICs were moved from the DRCI minimum facility to the co-located medium facility, it was part of the state's Justice Reinvestment plan to shift funds to local communities, avoiding the expense of state incarceration. By moving AICs to a larger, vacant facility that had initially been intended for higher-custody AICs, it would ultimately avoid the cost of building another minimum custody state facility and provide overall cost avoidance for the state. DOC was conservative in their request for positions to staff the larger facility. After functioning in the medium facility since February 2016, it has become clear that the institution has an inadequate number of staff to sufficiently fill necessary posts. The facility had never before been in operation and DOC had no experience with how projected numbers of staff would really work on a day-to-day basis. Real-world working conditions are always slightly different in a new facility than expectations. With the overarching goal of saving money, the staffing request made during the 2015-17 budget development cycle was kept at a minimum. Finally,

a staffing analysis of all institutions was conducted in the spring of 2017. The analysis confirmed what the institution already knew, that there was an inadequate number of staff to operate the new, larger facility.

The staffing analysis evaluated all posts at DRCI and compared their staffing compliment to other facilities, including considerations for architecture and technology present in the newer institution. The analysis showed that the institution needs 15 additional correctional officer FTE and one lieutenant position to provide adequate staffing for the required posts. Currently these posts are being filled routinely with overtime at the rate of 150 percent of the regular salary rate.

In addition to security staffing needs, the kitchen at the DRCI medium facility is significantly different than the kitchen in the minimum facility. There are separate rooms for vegetables and meat storage, and separate bakery and warehouse areas that require additional supervision. Food Services uses 60 to 80 AICs to assist with meal preparation, which requires a minimum of two Food Services Coordinators (FSCs) to ensure quality food preparation, prevent meal delays, and prevent theft and waste. With the current number of FSCs, the additional supervision is provided with overtime. DOC proposes the addition of one FSC to reduce the number of shifts that must be filled with overtime.

The addition of security and food service staff will reduce overtime in both work units, which supports DOC's number one initiative, employee wellness. In addition to reducing overtime, adequate numbers of employees also provides the staff needed to support family events that allow inmates to stay connected with support systems outside the facility.

The resources being requested specific to Item B are $3,563,551 General Fund, 20 Positions, 16.99 FTE.

How Achieved

B. Deer Ridge Correctional Institution Move Expansion

We are requesting staff for five correctional officer posts, one lieutenant, and one FSC. By providing the necessary number of security and food service staff, shifts can be accomplished without the levels of overtime that lead to burnout, illness, and safety risk. DRCI has been in operation in the medium facility since February 23, 2016. This has given institution administration adequate time to evaluate the facility, use the staff that they have to their best advantage, and assess what additional staff are needed to run the facility properly. They know how many posts are required and how much overtime they have to hire to fill the posts on a regular basis. This assessment is not intended to prevent all overtime, but is high enough to handle the chronic overtime that is damaging to staff and institution operations.

The institution considered a number of alternatives before requesting additional positions, including waiting to see whether operations would settle into a manageable routine once they had been in the facility for a few months, operating without the number of posts that it

would take to manage the overtime, and just continuing the current levels of overtime with the right number of posts. In each case, the outcome was not deemed to be acceptable due to safety reasons or concern for staff well-being.

Quantifying Results
The agency uses staff scheduling software that allows overtime hours to be tracked with accuracy from daily levels through biennial overtime hours. In addition, overtime costs are monitored by institution and for each work unit within the institution. Overtime savings can be monitored at any time after deployment of the positions to measure success of the additional staffing. In the 12-month period of January 1, 2017, to December 31, 2017, DRCI's overtime could have been reduced by at least 13.81 percent if they had the additional 15 Security positions.

Agency Request Budget

Staffing Impact

Positions	20
FTE	16.99

Revenue Source

General Fund	$3,563,551
Other Funds	$0

2021-23 Fiscal Impact
The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 111 - Correctional Services & Operations FTE

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	3,563,551	-	-	-	-	-	3,563,551
Total Revenues	**$3,563,551**	**-**	**-**	**-**	**-**	**-**	**$3,563,551**
Personal Services							
Class/Unclass Sal. and Per Diem	1,786,018	-	-	-	-	-	1,786,018
Overtime Payments	156,634	-	-	-	-	-	156,634
Shift Differential	18,753	-	-	-	-	-	18,753
All Other Differential	131,273	-	-	-	-	-	131,273
Empl. Rel. Bd. Assessments	1,220	-	-	-	-	-	1,220
Public Employees' Retire Cont	461,025	-	-	-	-	-	461,025
Social Security Taxes	160,092	-	-	-	-	-	160,092
Unemployment Assessments	3,767	-	-	-	-	-	3,767
Worker's Comp. Assess. (WCD)	1,160	-	-	-	-	-	1,160
Flexible Benefits	562,944	-	-	-	-	-	562,944
Total Personal Services	**$3,282,886**	**-**	**-**	**-**	**-**	**-**	**$3,282,886**
Services & Supplies							
Instate Travel	28,764	-	-	-	-	-	28,764
Employee Training	25,485	-	-	-	-	-	25,485
Office Expenses	132,896	-	-	-	-	-	132,896
Data Processing	36,630	-	-	-	-	-	36,630
Other Services and Supplies	22,206	-	-	-	-	-	22,206
Expendable Prop 250 - 5000	31,914	-	-	-	-	-	31,914

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Operations Division**

Pkg: 111 - Correctional Services & Operations FTE **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							
IT Expendable Property	2,770	-	-	-	-	-	2,770
Total Services & Supplies	**$280,665**	**-**	**-**	**-**	**-**	**-**	**$280,665**
Total Expenditures							
Total Expenditures	3,563,551	-	-	-	-	-	3,563,551
Total Expenditures	**$3,563,551**	**-**	**-**	**-**	**-**	**-**	**$3,563,551**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							20
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**20**
Total FTE							
Total FTE							16.99
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**16.99**

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
1900022	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900023	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900024	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900025	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900026	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900027	AAOSC6775	AP CORRECTIONAL OFFICER	1	.16	3.84	02	4,354.00	16,719				16,719
								5,081				5,081
1900028	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900029	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900030	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900031	AAOSC6775	AP CORRECTIONAL OFFICER	1	.44	10.56	02	4,354.00	45,978				45,978
								13,765				13,765
1900032	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900033	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900034	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318

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
1900035	AAOSC6775	AP CORRECTIONAL OFFICER	1	.44	10.56	02	4,354.00	45,978				45,978
								13,765				13,765
1900036	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900037	AAOSC6775	AP CORRECTIONAL OFFICER	1	.23	5.52	02	4,354.00	24,034				24,034
								7,253				7,253
1900038	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900039	AAOSC6775	AP CORRECTIONAL OFFICER	1	.72	17.28	02	4,354.00	75,237				75,237
								57,634				57,634
1900040	AAONC9120	AP CORRECTIONS FOOD SERV COORD	1	1.00	24.00	02	3,769.00	90,456				90,456
								62,150				62,150
1900041	MMS X6779	AP CORRECTIONAL LIEUTENANT	1	1.00	24.00	02	5,382.00	129,168				129,168
								73,640				73,640
		TOTAL PICS SALARY						1,786,018				1,786,018
		TOTAL PICS OPE						1,095,422				1,095,422
		TOTAL PICS PERSONAL SERVICES =	20	16.99	407.76			2,881,440				2,881,440

Operations Division

112 Hospital Security Watches

Purpose
This Policy Option Package seeks to fund sufficient positions to provide security while AICs are admitted to medical facilities for treatment.

The Oregon Department of Corrections initiated an agency-wide security staffing analysis in 2017, which included an individual staffing analysis for each institution. The analysis focused on strategies to reduce the current overtime hours and highlighted some of the reasons for the dramatic increase in overtime for DOC over the last three biennia. Chronically high levels of overtime for prison security employees place additional stress on staff that are already performing difficult jobs. In addition to the impact of overtime on overall staff wellness, high levels of overtime come at a significant cost.

A significant driver for increased overtime is the need for security staff to perform “hospital watches.” There has been a very real increase in overnight hospital stays for AICs due to factors such as: negative physical health due to poor living conditions prior to incarceration, the use of drugs like methamphetamine and heroin, and a rapidly aging AIC population. While AICs are admitted in a medical facility, security staff must maintain a continuous presence to protect the public. If the risk to the public is deemed to be sufficient (medium-custody or higher) or the AIC is admitted in an out of state medical facility, two officers per shift are required for all three shifts.

There are only a few established, dedicated positions to provide security for AICs while admitted in medical facilities. Most of the work is performed using overtime. This use of security staff occurs at nearly all facilities, but is most heavily used at key facilities that either house large populations or are in close proximity to health care resources.

The division considered continuing to pay overtime for hospital watches, but with overtime generated from other sources also, the demands on staff significantly affect employee well-being. The division also considered reallocating positions identified in the staffing analysis mentioned in the section above. However, those positions are required to meet day-to-day operational needs inside institutions.

DOC has determined that it needs 77.40 FTE statewide to provide dedicated staffing for this function. By providing dedicated staff to perform this work away from the institution, existing positions can be used to fill posts within institutions. There may still be some overtime during periods when there are an unusually high number of hospital stays. In either scenario, the reduction of overtime, particularly mandatory overtime, would be beneficial and assist DOC in achieving its top initiative, which is employee wellness.

How Achieved
The Operations Division can determine where positions are needed by using the Institution Staff Deployment System (ISDS), which contains current and historical data for the uses of staff time. The actual number of hospital security watch hours, both straight time and overtime, were used to determine the number of hours worked for this type of activity. This was compared to the number of hours worked by the few existing hospital security watch FTE to determine how many additional staff would be needed and where. As soon as positions become available in July 2019, they can be deployed as need dictates to address this overtime driver.

By distributing the requested FTE to institutions based on historical hospital watch hours, the agency can provide most of the necessary security for inpatient stays. By adding staff specifically designated for hospital security watches, the chronic stress of overtime for security employees can be reduced as well as the accompanying costs to the agency at overtime rates.

Quantifying Results
If the policy package is approved, the agency expects there to be a significant drop in regular and overtime hours used for hospital security watches that are borrowed from staffing that should be dedicated to everyday operations. This means that staff that are assigned to institutions to relieve institution posts will be available to do that work and those assigned to hospital security watch posts will perform those tasks at regular rates of pay rather than overtime. This shift in staff hours will be measured by the ISDS system and should be immediately noticeable. Reductions in the number of hours used to complete hospital security watches with staff assigned to institution functions should show measurable results quarterly, annually and biennially.

Agency Request Budget

Staffing Impact

Positions	82
FTE	77.40

Revenue Source

General Fund	$16,470,715
Other Funds	$0

2021-23 Fiscal Impact
The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 112 - Hospital Security Watches

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	16,470,715	-	-	-	-	-	16,470,715
Total Revenues	**$16,470,715**	**-**	**-**	**-**	**-**	**-**	**$16,470,715**
Personal Services							
Class/Unclass Sal. and Per Diem	8,200,560	-	-	-	-	-	8,200,560
Overtime Payments	719,189	-	-	-	-	-	719,189
Shift Differential	86,105	-	-	-	-	-	86,105
All Other Differential	602,743	-	-	-	-	-	602,743
Empl. Rel. Bd. Assessments	5,002	-	-	-	-	-	5,002
Public Employees' Retire Cont	2,116,813	-	-	-	-	-	2,116,813
Social Security Taxes	735,057	-	-	-	-	-	735,057
Unemployment Assessments	17,295	-	-	-	-	-	17,295
Worker's Comp. Assess. (WCD)	4,756	-	-	-	-	-	4,756
Mass Transit Tax	29,854	-	-	-	-	-	29,854
Flexible Benefits	2,709,168	-	-	-	-	-	2,709,168
Total Personal Services	**$15,226,542**	**-**	**-**	**-**	**-**	**-**	**$15,226,542**
Services & Supplies							
Instate Travel	131,040	-	-	-	-	-	131,040
Employee Training	116,100	-	-	-	-	-	116,100
Office Expenses	605,424	-	-	-	-	-	605,424
Data Processing	166,875	-	-	-	-	-	166,875
Other Services and Supplies	101,160	-	-	-	-	-	101,160

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 112 - Hospital Security Watches

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	123,574	-	-	-	-	-	123,574
Total Services & Supplies	**$1,244,173**	**-**	**-**	**-**	**-**	**-**	**$1,244,173**
Total Expenditures							
Total Expenditures	16,470,715	-	-	-	-	-	16,470,715
Total Expenditures	**$16,470,715**	**-**	**-**	**-**	**-**	**-**	**$16,470,715**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							82
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**82**
Total FTE							
Total FTE							77.40
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**77.40**

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
1900046	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900047	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900048	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900049	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900050	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900051	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900052	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900053	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900054	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900055	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900056	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900057	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900058	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318

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
1900059	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900060	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900061	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900062	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900063	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900064	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900065	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900066	AAOSC6775	AP CORRECTIONAL OFFICER	1	.64	15.36	02	4,354.00	66,877				66,877
								55,152				55,152
1900067	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900068	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900069	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900070	AAOSC6775	AP CORRECTIONAL OFFICER	1	.44	10.56	02	4,354.00	45,978				45,978
								13,765				13,765
1900071	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318

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
1900072	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900073	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900074	AAOSC6775	AP CORRECTIONAL OFFICER	1	.44	10.56	02	4,354.00	45,978				45,978
								13,765				13,765
1900075	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900076	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900077	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900078	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900079	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900080	AAOSC6775	AP CORRECTIONAL OFFICER	1	.16	3.84	02	4,354.00	16,719				16,719
								5,081				5,081
1900081	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768				111,768
								68,476				68,476
1900082	CS C6775	AP CORRECTIONAL OFFICER	1	.72	17.28	02	4,657.00	80,473				80,473
								59,187				59,187
1900083	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768				111,768
								68,476				68,476
1900084	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768				111,768
								68,476				68,476

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
1900085	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900086	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900087	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900088	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900089	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900090	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900091	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900092	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900093	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900094	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900095	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00	111,768 68,476				111,768 68,476
1900096	CS C6775	AP CORRECTIONAL OFFICER	1	.76	18.24	02	4,657.00	84,944 60,514				84,944 60,514
1900097	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318

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
1900098	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900099	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900100	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900101	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900102	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900103	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900104	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900105	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900106	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900107	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900108	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900109	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900110	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318

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
1900111	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900112	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900113	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900114	AAOSC6775	AP CORRECTIONAL OFFICER	1	.20	4.80	02	4,354.00	20,899 6,322				20,899 6,322
1900115	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900116	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900117	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900118	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900119	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900120	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900121	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900122	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318
1900123	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496 66,318				104,496 66,318

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
1900124	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900125	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900126	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900127	AAOSC6775	AP CORRECTIONAL OFFICER	1	.04	.96	02	4,354.00	4,180				4,180
								1,360				1,360
		TOTAL PICS SALARY						8,200,560				8,200,560
		TOTAL PICS OPE						5,152,890				5,152,890
		TOTAL PICS PERSONAL SERVICES =	82	77.40	1857.60			13,353,450				13,353,450

Operations Division

113 Other Funds Position Creation

Purpose
Establish Other Fund positions to guide, monitor and control the activities that produce Other Funds revenue from various agency activities. The Department of Corrections (DOC) is engaged in various activities that produce Other Funds revenue. As programs have grown, efforts to guide and monitor adults in custody (AICs) have resulted in an increasing workload that has been historically handled as a collateral duty, through the use of double fills, or has simply not been accomplished. Through this Policy Option Package (POP), DOC requests positions to be established in three areas that have a reliable revenue stream which will fund the positions.

Policy Option Package 113 seeks to address the following:

A. AIC Communications System
B. Work Crew Officers
C. Revenue Generating Support

The resources being requested for the Operations Division are item B.

B. Work Crew Officers

DOC has an active program putting AICs to work in Oregon communities through partnerships with state agencies, municipalities, non-profit organizations and some private partners. For the fiscal year July 2016, to June 2017, DOC crews worked 72,056 man-hours. In addition to work crews providing meaningful work to the AIC population, they saved government agencies millions of dollars each year. In 2017, AIC work crews saved government agencies $4,927,271.84. These numbers do not include the fire crew revenue.

For many years, DOC had a mixture of General Funded and Other Funded work crew supervisors. In July, 2010, 17 general funded work crew supervisor positions were suspended and eventually eliminated as part of the plan accepted by Governor Kulongoski to meet 2009-11 biennium budget reductions. This significantly reduced all or part of the positions designated for this type of work at any given institution. DOC established a policy that all outside work crews must be supported by Other Funds. DOC continues to serve communities with work crews using the remaining Other Funded work crew supervisors but where there are no or not enough Other Funded positions, General Fund officers are used to continue work crew activities. In these cases, the expenses for correctional officer wages are transferred from the General Fund to offset the Other Fund revenue earned on those days that crews go out. In other cases, Other Funded positions are double or triple filled to provide enough correctional officers to supervise work crews and support contractual commitments. While this approach

worked well to keep AIC services to communities going, it took those positions offline for assignments within the institutions. A recent staffing analysis revealed the impact this approach was having on increased levels of security overtime. This POP is a request to establish 10 correctional officer positions (10.0 FTE) that are necessary to fulfill work crew commitments exclusively with Other Fund positions. As with all Other Fund activities, the positions would only be filled if there are contracts to support the wages of the officers who supervise crews.

The resources requested specifically for Item B are $2,112,964 Other Fund, 10 position, 10.00 FTE.

How Achieved

B. Work Crew Officers

In 2017, DOC underwent an extensive analysis, comparing staffing from institution to institution and evaluating established posts for efficiency. One of the outcomes was the identification of positions established for institution work that was being used for work crew supervision. Alternatively, the few Other Funded positions established for work crew supervision are sometimes double and triple filled to provide enough correctional officers to monitor AICs working in the community. By establishing an adequate number of Other Fund correctional officer positions to function specifically as work crew supervisors, DOC can dedicate General Funded positions without exception to staffing institution posts. DOC can resolve any double filled positions. This is especially critical with the implementation of Workday, which makes no provision for double fills. Revenue to support work crew positions will come from daily rates charged to customers. Because work crew activities are sometimes seasonal, staff in Other Funded positions can function as a pool of trained officers that can be used inside the institutions in the case of vacancies or difficulties in recruiting staff.

Quantifying Results

B. Work Crew Officers

DOC anticipates there will be a moderate, but significant reduction in the need for overtime to fill institution posts due to FTE being assigned to work crew supervision. DOC uses a staff scheduling system to track security overtime. Overall levels of overtime can be easily measured and compared to verify future to current levels of overtime, although with multiple overtime reduction initiatives, such as DOC's request in this budget cycle for Hospital Security Watch positions, it will be more difficult to identify reductions to specific solutions.

Agency Request Budget

Staffing Impact

Positions	10
FTE	10.00

Revenue Source

General Fund	$0
Other Funds	$2,112,964

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Operations Division**

Pkg: 113 - Other Funds Position Creation **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							
Charges for Services	-	-	2,112,964	-	-	-	2,112,964
Tsfr From Public Def Svcs Comm	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**$2,112,964**	**-**	**-**	**-**	**$2,112,964**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	1,059,504	-	-	-	1,059,504
Overtime Payments	-	-	92,918	-	-	-	92,918
Shift Differential	-	-	11,123	-	-	-	11,123
All Other Differential	-	-	77,872	-	-	-	77,872
Empl. Rel. Bd. Assessments	-	-	610	-	-	-	610
Public Employees' Retire Cont	-	-	273,492	-	-	-	273,492
Social Security Taxes	-	-	94,971	-	-	-	94,971
Unemployment Assessments	-	-	2,233	-	-	-	2,233
Worker's Comp. Assess. (WCD)	-	-	580	-	-	-	580
Mass Transit Tax	-	-	3,041	-	-	-	3,041
Flexible Benefits	-	-	351,840	-	-	-	351,840
Total Personal Services	**-**	**-**	**$1,968,184**	**-**	**-**	**-**	**$1,968,184**
Services & Supplies							
Instate Travel	-	-	16,930	-	-	-	16,930
Employee Training	-	-	15,000	-	-	-	15,000
Office Expenses	-	-	78,220	-	-	-	78,220
Data Processing	-	-	21,560	-	-	-	21,560
Other Services and Supplies	-	-	13,070	-	-	-	13,070

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 113 - Other Funds Position Creation

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	**-**	**-**	**$144,780**	**-**	**-**	**-**	**$144,780**
Total Expenditures							
Total Expenditures	-	-	2,112,964	-	-	-	2,112,964
Total Expenditures	**-**	**-**	**$2,112,964**	**-**	**-**	**-**	**$2,112,964**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							10
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**10**
Total FTE							
Total FTE							10.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**10.00**

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
1900173	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900174	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900175	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900176	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900177	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900178	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900179	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900183	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00		104,496			104,496
									66,318			66,318
1900184	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00		111,768			111,768
									68,476			68,476
1900185	CS C6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,657.00		111,768			111,768
									68,476			68,476
		TOTAL PICS SALARY							1,059,504			1,059,504
		TOTAL PICS OPE							667,496			667,496
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		TOTAL PICS PERSONAL SERVICES =	10	10.00	240.00				1,727,000			1,727,000

Operations Division

120 Measure 17 Compliance

Purpose
Provide security positions to cover expansion of the Oregon Corrections Enterprises (OCE) laundry operation at the Oregon State Penitentiary (OSP).

OCE has industrial and service operations in most DOC facilities statewide and is a major provider of work opportunities for AICs. DOC and OCE have a symbiotic relationship, in that DOC provides regularly scheduled security for OCE's operations and OCE provides work opportunities for AICs to assist DOC with their Measure 17 compliance levels. This 1994 ballot measure passed by Oregon voters enacted a constitutional amendment requiring correctional institutions to actively engage AICs in full-time work or on-the-job training. DOC has struggled to achieve the 80 percent requirement of the ballot measure. Consequently, losing any OCE work opportunities for AICs would impact DOC's compliance to an even greater degree. The financial success of OCE's laundry is critical in supporting the entire OCE operation.

OSP has several work programs, including a large commercial laundry operation. In recent months the laundry operation has expanded their business to serve customers from Portland to Eugene and operations have gone from five days per week to seven. To provide security for thousands of pounds of laundry to travel in and out of the institution each day, OSP security has provided supervision of these expanded hours on an overtime basis, which OCE is financially responsible which puts financial pressure on OCE at an average monthly cost of $58,225 or $698,707 annually for overtime rates at time and a half. Without these expanded hours of operation, OCE would not be able to maintain their current service contracts.

This policy option package requests the expansion of:

- Two correctional officer posts from 5 to 7 days per week for two shifts (2 posts*2 shifts*1.23 to 1.72 = 1.96 FTE, 2 positions);
- One existing sergeant post from 5 to 7 days for one shift (1 post*1 shift*1.23 to 1.73 = .49 FTE, 1 position);
- One new sergeant post for one shift per day, seven days per week (1 post*1 shift*1.72 FTE, 2 positions); and
- One existing corporal post from 5 to 7 days per week for one shift (1 post*1 shift * 1.23 to 1.72 = .49 FTE, 1 position).

The number of necessary positions varies by post to supplement staffing that is already in place.

How Achieved
Establishing positions to provide security for seven day operations, will allow OSP to provide this function at regular, straight time costs as part of their normal operations. OCE will be able to maintain their contracts, which provide work opportunities for large numbers of AICs at OSP, thereby supporting the facility's Measure 17 compliance.

Quantifying Results
DOC uses scheduling software to track all overtime for security staff. Levels of overtime can be tracked flexibly for time periods ranging from daily to biennially. Overtime for this body of work averages 555 hours a month. DOC anticipates that overtime for this body of work would diminish to zero, except in unusual cases, from the first shift that positions are phased in.

Agency Request Budget

Staffing Impact

Positions	6
FTE	4.66

Revenue Source

General Fund	$1,044,262
Other Funds	$0

2019-21 Fiscal Impact
The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as a part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 120 - Measure 17 Compliance

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	1,044,262	-	-	-	-	-	1,044,262
Total Revenues	**$1,044,262**	**-**	**-**	**-**	**-**	**-**	**$1,044,262**
Personal Services							
Class/Unclass Sal. and Per Diem	522,725	-	-	-	-	-	522,725
Overtime Payments	45,843	-	-	-	-	-	45,843
Shift Differential	5,489	-	-	-	-	-	5,489
All Other Differential	38,420	-	-	-	-	-	38,420
Empl. Rel. Bd. Assessments	366	-	-	-	-	-	366
Public Employees' Retire Cont	134,930	-	-	-	-	-	134,930
Social Security Taxes	46,854	-	-	-	-	-	46,854
Unemployment Assessments	1,102	-	-	-	-	-	1,102
Worker's Comp. Assess. (WCD)	348	-	-	-	-	-	348
Mass Transit Tax	3,675	-	-	-	-	-	3,675
Flexible Benefits	140,736	-	-	-	-	-	140,736
Total Personal Services	**$940,488**	**-**	**-**	**-**	**-**	**-**	**$940,488**
Services & Supplies							
Instate Travel	7,889	-	-	-	-	-	7,889
Employee Training	6,990	-	-	-	-	-	6,990
Office Expenses	36,451	-	-	-	-	-	36,451
Data Processing	10,047	-	-	-	-	-	10,047
Other Services and Supplies	6,091	-	-	-	-	-	6,091
Expendable Prop 250 - 5000	19,686	-	-	-	-	-	19,686

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 120 - Measure 17 Compliance

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							
IT Expendable Property	16,620	-	-	-	-	-	16,620
Total Services & Supplies	**$103,774**	**-**	**-**	**-**	**-**	**-**	**$103,774**
Total Expenditures							
Total Expenditures	1,044,262	-	-	-	-	-	1,044,262
Total Expenditures	**$1,044,262**	**-**	**-**	**-**	**-**	**-**	**$1,044,262**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**
Total FTE							
Total FTE							4.66
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**4.66**

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
1900293	AAOSC6775	AP CORRECTIONAL OFFICER	1	1.00	24.00	02	4,354.00	104,496				104,496
								66,318				66,318
1900294	AAOSC6775	AP CORRECTIONAL OFFICER	1	.96	23.04	02	4,354.00	100,316				100,316
								65,077				65,077
1900295	AAOSC6777	AP CORRECTIONAL SERGEANT	1	.49	11.76	02	4,985.00	58,624				58,624
								17,519				17,519
1900296	AAOSC6776	AP CORRECTIONAL CORPORAL	1	.49	11.76	02	4,550.00	53,508				53,508
								16,000				16,000
1900297	AAOSC6777	AP CORRECTIONAL SERGEANT	1	1.00	24.00	02	4,985.00	119,640				119,640
								70,812				70,812
1900298	AAOSC6777	AP CORRECTIONAL SERGEANT	1	.72	17.28	02	4,985.00	86,141				86,141
								60,870				60,870
		TOTAL PICS SALARY						522,725				522,725
		TOTAL PICS OPE						296,596				296,596
		TOTAL PICS PERSONAL SERVICES =	6	4.66	111.84			819,321				819,321

Operations Division

123 Optimizing Special Housing Interventions

Purpose
One of DOC's strategic initiatives is optimizing the use of special housing by reducing the use of segregation and providing effective interventions when segregated housing is needed. The Vera Institute of Justice (Vera), with funding from the U.S. Department of Justice Bureau of Justice Assistance, launched the Safe Alternatives to Segregation Initiative in 2015. DOC succeeded in a competitive application process to partner with Vera in this initiative. As a result, Vera assessed DOC's segregation policies and practices, analyzed outcomes of that use, and provided recommendations for safely reducing the use of segregation and enhancing the use of alternative strategies.

The agency is aggressively responding to Vera's lengthy recommendation report, making significant changes in policy, reducing the use of segregation, reallocating resources, and shifting culture among staff and AICs. Two key recommendations require additional resources we are requesting in this package. These include: enhancement of staffing supports and programming, both in general population and segregation, to keep people from going to or returning to segregation; and increasing levels of contact and supervision for those with misconduct violations to address underlying behavioral challenges.

Vera found that between January 2014 and July 2015 6,967 AICs spent time in segregation. Of those, 549 AICs spent five months or more in segregation. Of the 549 AICs, 263 went on to begin programming in the Intensive Management Unit, leaving 276 AICs who spent five months or more in segregation without programming and regular counselor contact.

In 2016, our agency partnered with the University of Cincinnati, Portland State University, and Pathfinders of Oregon to research the effectiveness of two cognitive behavioral programs designed specifically for segregated housing, one for AICs housed in segregation and the other to identify and prevent AICs from entering segregated housing. The design of the interventions and research are, separate from Vera, funded by the Department of Justice Bureau of Justice Assistance (BJA). Providing the programming and interventions is not funded by BJA, but we stand to gain significantly from successful research because we will have acquired use of the curriculum and the assessment tool. The agency is unfunded for providing programming targeted to those in segregated housing. We had asked for this funding through a 15-17 POP package. In the 15-17 biennium, DOC repurposed funds to provide cognitive programming in segregation, though there was not yet any curriculum available that was normed to the segregated population. In 2017, through the current BJA partnership opportunity, our contractor Pathfinders, transitioned from the previous IMU curriculum to the new curricula "Free Your Mind in Segregation" (FYMS), a segregation intervention program; and "Free Your Mind in Prison" (FYMP), a segregation prevention program. Research will continue through 2020. Final determinations of effectiveness of the program and the predictor tool are not yet available but are promising.

How Achieved

We are requesting seven additional counselors for focused case management of people in the spectrum of segregation including those at risk of, currently housed in, or transitioning from segregation. Counselors will be distributed to institutions with the largest long-term segregation populations. Expected caseloads for these counselors are approximately 50 AICs requiring intensive case management. These counselors would meet with their assigned AICs at high intervals - individually and in group settings - using evidence-based case management strategies to reduce anti-social thinking and behavior patterns. They would also assign individualized programming that corresponds to participating AICs risks and needs, track gains in behavioral change plans, and coordinate care across agency stakeholders to promote success for the AICs and safety in the institution.

We are requesting $806,335 to provide Free your Mind in Prison (prevention) and Free your Mind in Segregation (intervention) curricula to 672 AICs and 60 AICs, respectively. With this funding we would expand Free your Mind in Prison (prevention) to two additional male institutions as well as the current services at Snake River Correctional Institution (SRCI). All AICs entering these three facilities will receive an assessment, and a subsample of identified AICs will complete a brief cognitive-behavioral intervention to teach skills in an effort to prevent placement in segregation. AICs housed in IMU at SRCI will participate in FYMS, designed to enhance institutional adjustment and facilitate the transition to lower-security settings. These treatments include an incentive-based program comprised of a combination of applied behavior analysis (ABA), individual counseling and interactive journaling, group interventions, and re-entry services. AICs demonstrating positive behavior and participation will earn enhanced privileges and be gradually introduced to lower-security settings. Finally, these AICs will be monitored on a specialized caseload in general population for a period of time after release from segregation. Outcome data will be collected on both treatment groups and compared to a matched sample of AICs.

Quantifying Results

The agency will be collecting and tracking disciplinary segregation unit (DSU) data to determine the effectiveness of the programs and DSU counselors, including, but not limited to:

- Percent of population in DSU
- Length of stay in DSU
- Number of AICs released in prior quarter that returned to restricted housing within three months

The University of Cincinnati and the University of Portland will publish the results of their study and provide DOC with executive reports and consultation on the results of the assessment tool and the two interventions. This will include reductions in admissions to segregation, reduced use of segregation, recidivism of those returning to general population from segregation, etc. From those results, we will determine targets and ranges for ongoing assessments as part of the agency and local scorecards.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	7
FTE	7.00

Revenue Source

General Fund	$2,526,111
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Operations Division**

Pkg: 123 - Optimizing Special Housing **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	2,526,111	-	-	-	-	-	2,526,111
Total Revenues	**$2,526,111**	**-**	**-**	**-**	**-**	**-**	**$2,526,111**
Personal Services							
Class/Unclass Sal. and Per Diem	872,256	-	-	-	-	-	872,256
Overtime Payments	76,496	-	-	-	-	-	76,496
Shift Differential	9,157	-	-	-	-	-	9,157
All Other Differential	64,112	-	-	-	-	-	64,112
Empl. Rel. Bd. Assessments	427	-	-	-	-	-	427
Public Employees' Retire Cont	225,149	-	-	-	-	-	225,149
Social Security Taxes	78,189	-	-	-	-	-	78,189
Unemployment Assessments	1,841	-	-	-	-	-	1,841
Worker's Comp. Assess. (WCD)	406	-	-	-	-	-	406
Mass Transit Tax	1,752	-	-	-	-	-	1,752
Flexible Benefits	246,288	-	-	-	-	-	246,288
Total Personal Services	**$1,576,073**	**-**	**-**	**-**	**-**	**-**	**$1,576,073**
Services & Supplies							
Instate Travel	11,851	-	-	-	-	-	11,851
Employee Training	10,500	-	-	-	-	-	10,500
Office Expenses	54,754	-	-	-	-	-	54,754
Data Processing	15,092	-	-	-	-	-	15,092
Professional Services	806,335	-	-	-	-	-	806,335
Other Services and Supplies	9,149	-	-	-	-	-	9,149

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 123 - Optimizing Special Housing

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	22,967	-	-	-	-	-	22,967
IT Expendable Property	19,390	-	-	-	-	-	19,390
Total Services & Supplies	**$950,038**	**-**	**-**	**-**	**-**	**-**	**$950,038**
Total Expenditures							
Total Expenditures	2,526,111	-	-	-	-	-	2,526,111
Total Expenditures	**$2,526,111**	**-**	**-**	**-**	**-**	**-**	**$2,526,111**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							7
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**7**
Total FTE							
Total FTE							7.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**7.00**

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
1900329	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900330	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900331	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900332	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900333	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900334	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900416	CP C6783 AP	CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
		TOTAL PICS SALARY						872,256				872,256
		TOTAL PICS OPE						506,009				506,009
		TOTAL PICS PERSONAL SERVICES =	7	7.00	168.00			1,378,265				1,378,265

Operations Division

124 Opioid Overdose Prevention

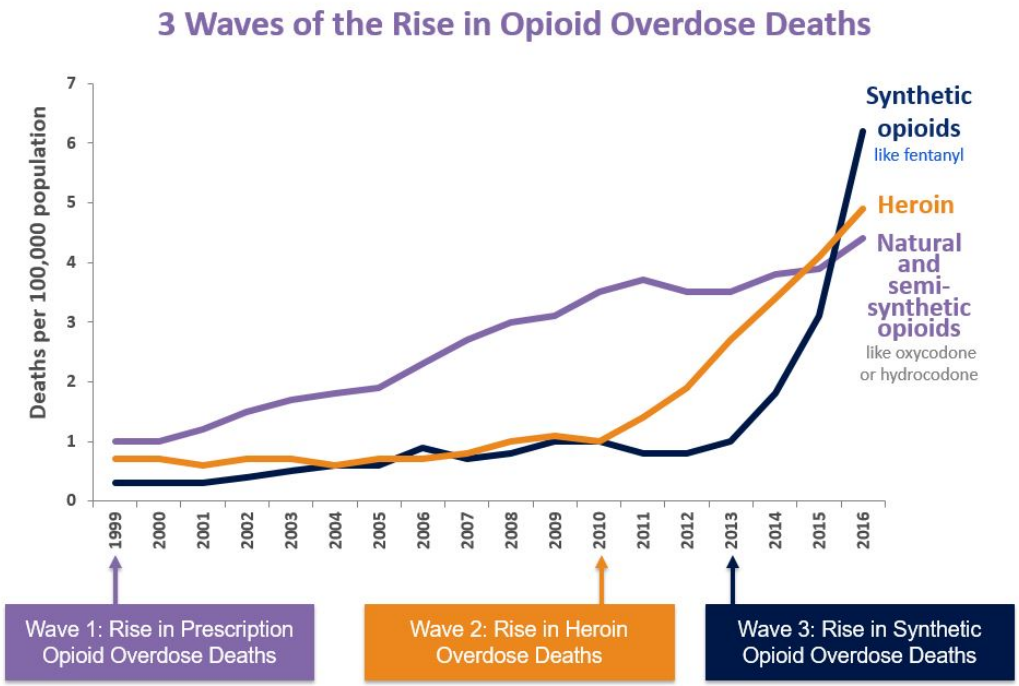
Purpose
This policy option package seeks to upgrade security practices through the use of technology and treatment to address opioid drug addiction as a public health crisis and limit staff and AIC exposure to dangerous controlled substances. The items listed below will improve staff safety, provide better security, and reduce the amount of drugs and other contraband coming into DOC institutions.

A. Mail Scanners
B. Raman Spectrometer (Tru-Narc) – Handheld Narcotics Analyzer
C. Drug Detecting K9s and Handler Program
D. Body Scanners
E. Medically Assisted Treatment

Four policy and program areas have been identified for this package request. The resources being requested for the Operations Division are specific to items A and D.

DOC has established a Comprehensive Drug Policy Task Force to bring forward policy recommendations to combat the drug problems in this country and our prisons through a comprehensive platform that addresses prevention and interdiction, treatment, and enforcement/accountability. This three pronged approach seeks to upgrade security practices through the use of technology and treatment that will address opioid drug addiction as a public health crisis and limit staff and inmate exposure to dangerous controlled substances. We seek to purchase new technology and implement a K9 program to provide better security and reduce the amount of drugs and other contraband coming into the institutions. These additions to DOC's enhanced interdiction would also significantly limit the possibility of staff and inmate exposure to dangerous substances.

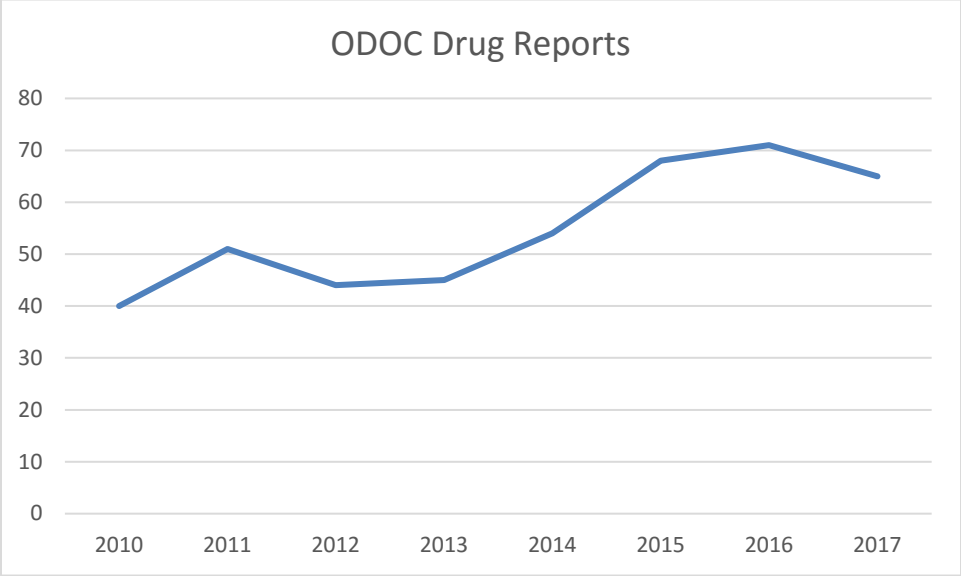
Centers for Disease Control and Prevention have outlined the growing opioid epidemic in the United States. Around 66 percent of the more than 63,600 drug overdose deaths in 2016 involved an opioid. In 2016, the number of overdose deaths involving opioids (including prescription opioids like heroin and illicitly manufactured fentanyl) was five times higher than in 1999. On average, 115 Americans die every day from an opioid overdose. A relative newcomer to the battle against dangerous substances, Fentanyl is 30 to 50 times more potent than heroin, just two milligrams is considered to be a deadly dose. It only takes a small amount of fentanyl inhaled through the nose or mouth and absorbed by mucous membranes to cause severe adverse reactions.



SOURCE: National Vital Statistics System Mortality File.

According to Northpoint Recovery, a local drug and alcohol treatment center, illicit drug use in Oregon exceeds the national average, per capita. Oregon is ranked number four in the U.S. for the rate of drug use, ages 12 and over (2012 & 2013). Drug abuse in Oregon is roughly the same across all age categories. Of Oregon's prison population, 23 percent of individuals are incarcerated because of drug offenses, five percent solely for a drug charge and 18 percent for a combination drug/other offense. The majority of felony drug convictions in Oregon were due to delivery (87 percent), possession (11 percent), and manufacturing (2 percent).

This epidemic has not bypassed DOC. The majority of unusual incident reports (UIRs) for contraband involve drugs. The trend for the type of drugs that have been seized has been very similar to what the graph above showed nationally.



Traditional methods of conducting area searches, clothed and unclothed searches, and utilizing metal detectors have not been sufficient to curb the increase in drug use that has been seen nationally, in Oregon and in DOC institutions. Utilizing modern technology would allow officers to better detect drugs being brought into the facility while at the same time limiting their own exposure to contact with these substances.

How Achieved

A. Mail Scanners ChemImage VeroVision Mail Screeners

The Oregon Department of Corrections mailrooms received 1,124,640 pieces of mail in 2017. Mailroom staff are the first line in protecting DOC facilities from illicit substances coming in through the mail system. They need available technology to assist in detecting and identifying these substances. In an effort to increase our ability to stop the influx of drugs coming into our facilities through the mail, to protect the staff that handle the mail, and allow correspondence between AICs and loved ones, we are recommending the purchase of six VeroVision Mail Screeners, one for each of the facilities that are a classification level three or higher (medium to maximum).

The VeroVision Mail Screener utilizes wide-field hyperspectral imaging techniques to rapidly image an article of mail, evaluate the data set and display to the user if a potential illicit substance has been detected. It is designed to detect the presence of even very small quantities of substances like Suboxone, meth, heroine, and Fentanyl that may be hidden in incoming AIC mail, primarily under

crayons, colored pencil, stamps, envelope glue, and raised art on greeting cards. If the scanner detects the presence of a substance, a second scan is conducted to presumptively identify the substance.

This system has been tested twice at the Oregon State Penitentiary (OSP) and was successfully able to detect the controlled substances it was subjected to. The VeroVision Mail Screener will have a significant impact in stopping the introduction of drugs into our facilities. Additionally, it will have positive impacts on staff safety by limiting the contact with controlled substances coming in through the mail.

The VeroVision Mail Screener also has an intuitive feature. In the event that the VeroVision scanner detects, but does not identify, a substance, the scan of the substance is saved. During software upgrades, the saved scans are sent back to ChemImage's laboratory and cross-referenced with VeroVision scans from other agencies in an effort to identify new, and constantly changing, drug "recipes". This process allows the system's database library of drugs and cutting agents to constantly grow.

The VeroVision Mail Screener can also be used for more than just mail. Substances found during cell, area, and pat searches can be placed on the scanner for identification.

The VeroVision Mail Screener does not detect organic substances such as marijuana, which is usually sent in larger quantities, thereby making modern detection methods different. The Raman Spectrometer (Tru-Narc device) detailed below is recommended for organics and large quantities of substances.

The purchase of the VeroVision system also has the potential to allow DOC to move to a centralized mail sorting system. A centralized mail sorting system would ensure department-wide consistency. A centralized mail sorting system will also limit the number of staff that could be exposed to illicit substances through the mail by ensuring that all mail is handled in the same manner by staff who have all had consistent training. This centralized process would prevent toxic substances from being delivered into the institution, exposing staff and AICs in all parts of the institution. Moving to a centralized system could be accomplished with the same number of mail room staff we currently have in the department and the six devices we are requesting. There would be a small cost to train mail room staff to use the machine, but the cost associated would be minimal. This technology would allow mail that is scanned and cleared as not containing drugs to be sent into AICs rather than to be held and tested with traditional methods.

The lease option cost of each VeroVision Mail Screener is approximately $111,015.00 and has a four-year extended comprehensive service agreement package for each device at $36,985.00. We are requesting six units at an estimated total cost of $893,370, which includes shipping and handling charges.

The resources requested specific to Item A are $897,509 General Fund, 0 positions, and 0.00 FTE.

D. Body Scanners

A review of Oregon jails found that some were using technology to successfully mitigate this issue. Body scanners had been installed in intake areas to give officers a better tool to reduce contraband and drugs entering each facility. As traditional searches have proven to be less than sufficient to address the introduction of drugs into facilities, the use of full-body scanning technology that detects contraband hidden inside and on an individual's body would bring the DOC into the 21st century. Full-body scanners have been in use for years by airports to search for metal concealed on individuals, but emerging technology enhances body scans by identifying both metallic and organic materials.

During operation, the individual stands on an automated platform that moves him or her through the machine, scanning the body with a one mm-thick radiation beam. As the beam passes through the body, the system measures how much density is left in the beam. The information is then processed and relayed to a computer that reconstructs the image. Officers operating the system study the rendering of the individual to see if anything looks out of place. The system shows officers something as minute as a filling in someone's tooth. Although the system scans a person's entire body inside and out, it does not show as much soft tissue detail as the Transportation Security Administration's scanners, so an AIC's privacy would be protected.

The approximate cost to bring in body scanners to all of DOC institutions that are a custody classification of two or lower (minimum) would be approximately $1.25 million.

The resources requested specifically for Item C are $1,536,000 General Fund, 0 Positions, 0.00 FTE.

Quantifying Results

If the policy option package is approved, the agency expects there to be a significant drop in the number of drugs being brought into state institutions and a significant increase in illicit drug contraband finds within our institutions. Both expected results will have a direct impact on the safety and security of AICs, staff, contractors, and the community. We know that contraband, in the form of illicit drugs introduced into secure correctional facilities are used for purposes that are in direct conflict with correctional rehabilitation. This conflict includes reduced programming success, furtherance of substance addiction, extortion, illegal trade and bartering, staff and AIC assaults, murder, and increased AIC healthcare cost. The results will be measured in the Offender Management System by the number of UIRs for contraband drugs found within the facilities. Additionally, the use of technology will enable a multifaceted enhanced drug interdiction approach (body scanners, mail scanners, increased urine tests, reinstatement of K9 detection, and intelligence sharing) that was recently studied in California's prisons. The quasi-experimental study of institutions in which enhanced interdiction efforts were used saw a 20-25 percent reduction in overall urine drug test failures. The new technology and K9 program will be components of an overall enhanced interdiction effort which would be evaluated in a manner similar to the California study.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	$2,433,509
Other Funds	$0

2021-23 Fiscal Impact

The ongoing costs will become part of the 2021-23 Base Budget. The one-time costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 124 - Opioid Overdose Prevention

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	2,433,509	-	-	-	-	-	2,433,509
Total Revenues	**$2,433,509**	**-**	**-**	**-**	**-**	**-**	**$2,433,509**
Services & Supplies							
Employee Training	2,639	-	-	-	-	-	2,639
Data Processing	1,144,870	-	-	-	-	-	1,144,870
Total Services & Supplies	**$1,147,509**	**-**	**-**	**-**	**-**	**-**	**$1,147,509**
Capital Outlay							
Technical Equipment	1,286,000	-	-	-	-	-	1,286,000
Total Capital Outlay	**$1,286,000**	**-**	**-**	**-**	**-**	**-**	**$1,286,000**
Total Expenditures							
Total Expenditures	2,433,509	-	-	-	-	-	2,433,509
Total Expenditures	**$2,433,509**	**-**	**-**	**-**	**-**	**-**	**$2,433,509**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

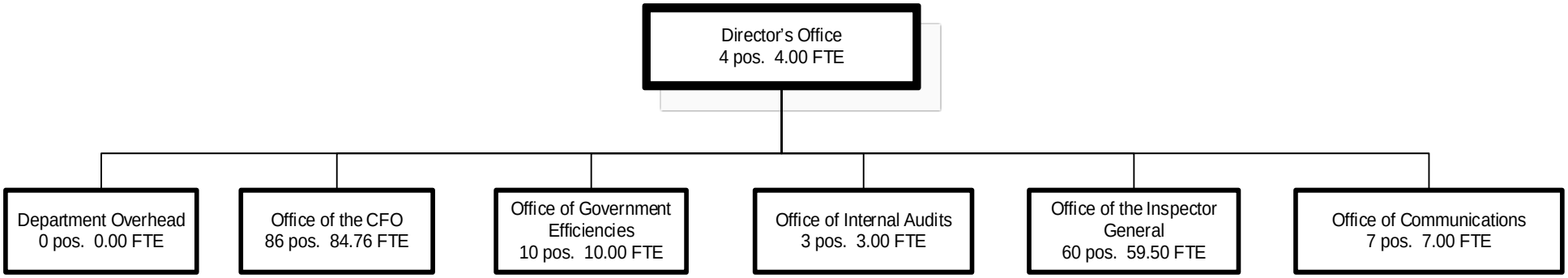
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Inmate Work Crews	Other	0410	$10,253,361	$8,317,588	$8,317,588	**$15,410,693**	$0	$0
Admin & Service Charges	Other	0415	655,609	26,102	26,102	**1,285,032**	0	0
Charges to inmates for property damage	Other	0505	388,033	46,703	46,703	**209,005**	0	0
Land leases, easements	Other	0510	14,754	0	0	0	0	0
Debt service previously financed with General Funds.	Other	0605	69,930	12,994	12,994	**33,446**	0	0
Real property sales, non-inmate food sales, sales of inmate-produced products and surplus property sales	Other	0705	1,533,670	1,419,960	1,419,960	**1,663,297**	0	0
Donations	Other	0905	73,477	0	0	0	0	0
Victim's restitution allocations	Other	0975	720,214	3,598,446	3,598,446	**783,941**	0	0
Inmate Welfare Funds, including telephone revenues, canteen profits, fines and confiscations, and vending machine sales	Other	1010	243,880	266,295	266,295	**286,642**	0	0
Movement of revenues between organizational units	Other	2010	(73,928)	0	0	0	0	0

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2017-19 Legislatively Approved Budget

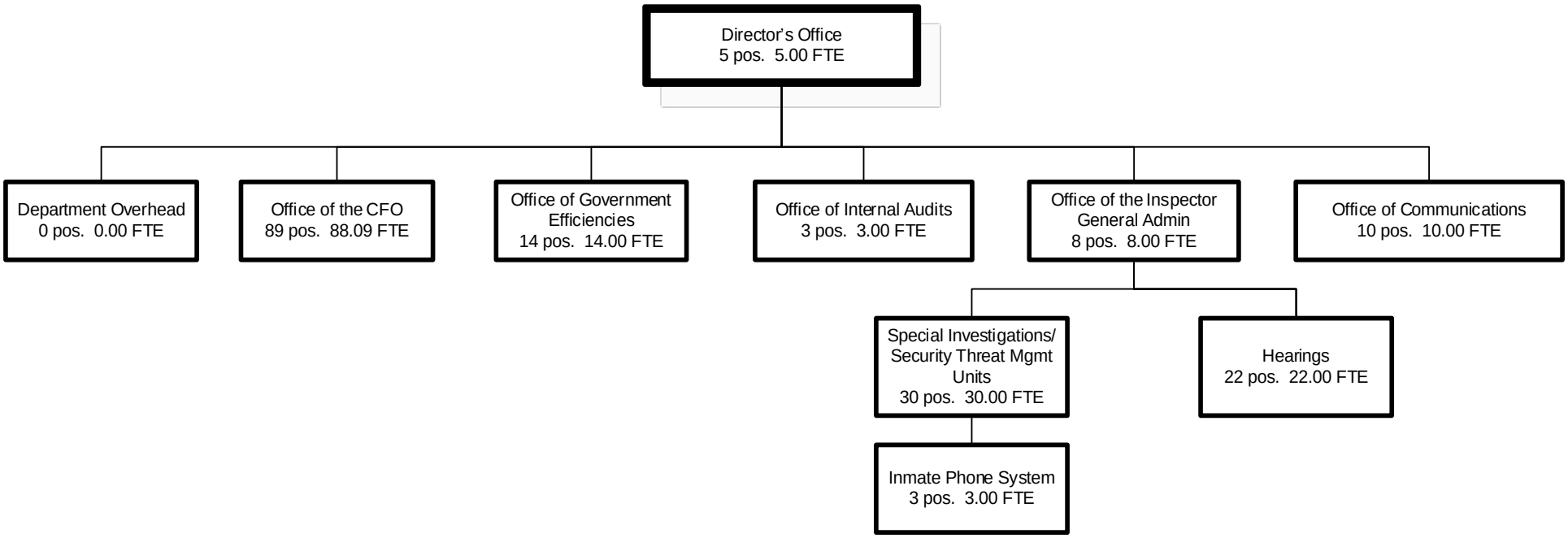


Total Positions: 170
FTE: 168.26

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2019-21 Agency Request Budget



Total Positions: 184
FTE: 183.09

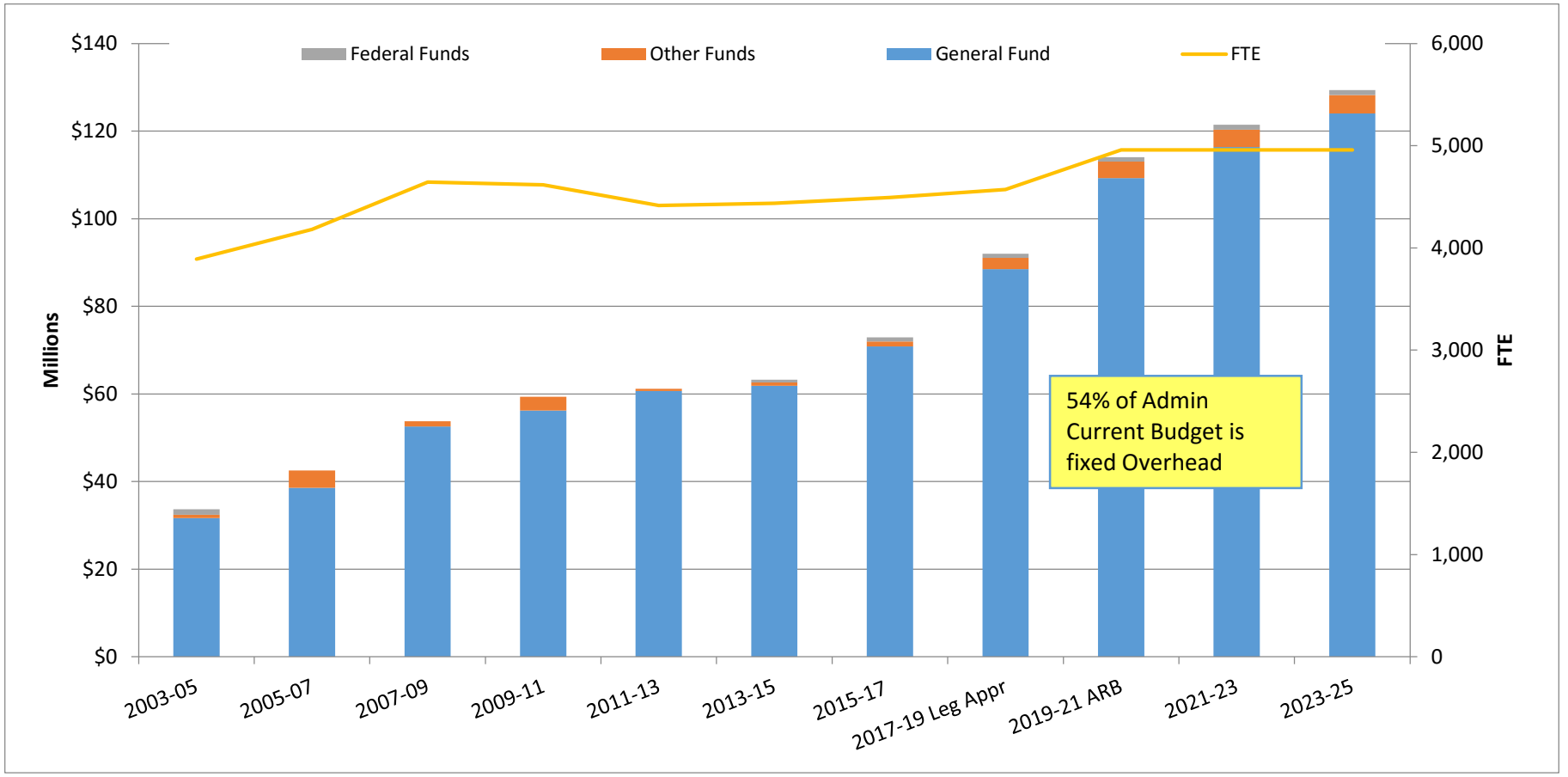
Central Administration

Program Unit Executive Summary

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

b. Primary Program Contact: Brian Belleque, Deputy Director

c. Total Funds Budget



d. Program Overview

The Central Administration 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 Department of Corrections (DOC) Director. This office provides overall leadership to the department, develops strategic plans, develops long-range and short-term performance goals and vision statements, participates in statewide planning activities with other agencies and business partners, provides leadership for statewide public safety initiatives, and is the state's liaison with various state and federal public safety organizations.

e. Program Funding Request

This program is requesting $109,263,326 General Fund to provide oversight to every division and program operating within the department. This request includes funding for nine Policy Option Packages, which are described in detail later in this document. Estimated costs for 2021-23 are $116,359,759 and $124,035,437 for 2023-25.

f. Program Description

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

g. Program Justification and Link to Long-Term Outcomes

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

h. Program Performance

Effectiveness of Central Administration is reflected by the outcomes of performance measures for each individual program within the agency, many of which are reflected in the agency's CORE scorecard.

Office of the Chief Financial Officer

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

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
Projected General Fund expenditures vs. approved budget snapshot	Compares projected and end-of-biennium GF expenditures to GF budget. Comparison taken as a snapshot of the most recent month.	0%	0.34%	0.08%		2.67%
Comprehensive Annual Financial Report	Comprehensive Annual Financial Report	100%	100%			
Forecast Accuracy	Percent of difference between projected General Fund expenditure forecast and actual expenditure performance.	1%	4.42%	-3.18%		10.95%
Object/Subject coding errors	Track outcome of training DOC staff on properly coding procurements	1%	4.63%	2.21%	2.05%	0.73%
LFO Fiscal Impact Statements	Percent of the time we meet our deadline for submitting fiscal impact statements	100%	98%	93%		

Office of Communications

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

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
News coverage	Percentage of DOC-specific news coverage that is initiated by the department	30%	69%	56%	80%	77%

Legislative requests	Number of days to fulfil or complete a legislative request (excluding requests from a hearing)	3	2.12	1.13	1.20	1.80
Public records requests	Number of days to fulfill a public records request	15	3.98	3.47	4.7	3.29
DOC general information inquiries	Number of days to respond to email inquiries to the DOC general email box	3	.65	.75	1.40	1.20

Office of Government Efficiencies

The Office of the Government Efficiencies' performance measures are reflected in the agency-wide scorecard as follows.

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
Range and Targets	Percentage of active process and outcome measures with established targets and/or ranges	100%	82.00%	84.00%	86.00%	82.95%
Process measures	Percentage of process measures meeting target	95%	45%	36%	33%	31.11%
Outcome measures	Percentage of outcome measures meeting target	95%	59%	56%	48%	43.24%
Active measures	Percentage of all (Process and Outcome) measures that are active	100%	83%	85%	84%	89.80%

Office of Internal Audits

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

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

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
Internal audits	Percent of internal audit findings complete (two-year lookback)	100%	71%	67%	100%	25%

Office of the Inspector General

The Office of the Inspector General (OIG) measures performance based on the allocation of existing resources. In 2017, the OIG conducted a total of 2,149 investigations including 23 PREA/boundaries cases.

The Security Threat Management (STM) Unit responded to one major incident at the Oregon State Penitentiary in April 2017. Several other small scale incidents occurred but did not require extended facility lock-downs and were quickly managed collaboratively with facilities. Effective management of the STM caseload has been proactive in gathering information and managing threats. We are continuing to monitor and place AICs on restrictions for violations to their management plans which reduced further disturbances. In addition, we worked jointly with out of state officials to strategically place high risk AICs in out of state institutions to provide a safer environment for our population.

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

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
STM Caseload reduction	Percent of custody level 3 & 4/high-alert AICs who move from high alert to moderate alert or alert status, or custody level 1 or 2	20%	21.63%	22.99%	23.80%	22.88%
STM caseload recidivism	Percent of custody level 3 & 4/high-alert AICs who move to moderate alert or alert status and back to high-alert status within one year	≤ 10%	6.98%	12.44%	9.40%	1.36%
Litigated tort claim ratio (AIC)	Ratio of total number of litigated tort claims to total number of tort claims (Litigated/Total Claims)	≤ 7.6%	6.40%	4.80%	8.75%	9.90%
Tort claims (AIC)	Number of Tort claims filed	≤208	171	165	160	202
Homicides	Number of AIC deaths by homicide	0	0	0	0	0

Suicides	Number of AIC deaths by suicide	0	1	0	0	0
AICs injured on work assignments	Number of AIC injury fund claims per quarter	5	7	0	6	3

i. Enabling Legislation/Program Authorization

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

j. Describe the various funding streams that support the program

The funding source for the Central Administration is primarily General Fund, with some Other Funds support from the Inmate Welfare Fund. Central Administration is also where certain agency-wide overhead costs are reported. Costs budgeted in this location include Department of Administrative Services assessments, state government service charges, risk management and

other insurance costs, Attorney General fees, office rents, utilities for Salem administrative offices, costs associated with the sales of Certificates of Participation, and repayments of loans from other state agencies.

k. Describe how the 2019-21 funding proposal compares to the program authorized for the agency in 2017-19

During the 2019-21 biennium, Central Administration will continue providing oversight to every division and program operating within the department. The primary change for Central Administration from 2017-19 to 2019-21 is nine Policy Option Packages.

- Policy Package 102c – Public Safety Center Campus (PSCC). This package component seeks funding for cost of issuance for XI-Q bonds related to a new Public Safety Center Campus in Salem that would co-locate Department of Corrections, Oregon Corrections Enterprise, Board of Parole and Post-Prison Supervision, and Criminal Justice Commission.

- Policy Package 105 – Research & Data FTE and Contracting. This package requests resources to lead, manage and administer data used for CORE, the strategic planning and implementation of organizational transformation, research and analysis services, and the ability to collaborate with Oregon Universities and other criminal justice professionals.

- Policy Package 106a – IT Systems Sustainability. This package component requests funding for licensing Statistical Analysis Software (SAS), a software suite of applications used extensively to retrieve and integrate data from a variety of sources as well as to data mine and convert data for reporting, providing business intelligence to the agency and providing statistical analysis.

- Policy Package 107 - Corrections Information System Rebuild. This package componet is for the cost of issuance for x1-Q bonds sold to purchase the CIS tool upgrade.

- Policy Package 108 – DOC Intranet. This package seed to develop and deploy an enterprise-wide Communications and Collaboration portal (CCP) – intranet to support strategies improving business communications and processes within the agency.

- Policy Package 109b – Central Support Initiatives. This package component seeks staffing to develop and implement a records management program to provide direction and oversight and to streamline processes relative to records management and litigation.

- Policy Package 110f – Capital Renewal & Deferred Maintenance. This package seeks funding for cost of issuance of XI-Q bonds related to Capital Renewal, Replacement of wireless communication system, and upgrade of a camera system.

- Policy Package 113c – Other Funds Position Creation. This package component seeks to establish other fund positions to administer Adult in Custody (AIC) revenue generating activities.

- Policy Package 114 – Payroll Cost Savings. This package requests additional positions to address operational and classification inconsistencies with the work performed by the Payroll Unit of the Agency.

- Policy Package 124c – Opioid Overdose Prevention. This package component seeks to implement a K-9 program to provide better security and reduce the amount of drugs and other contraband coming into the institutions.

Program Unit Narrative

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

Office of the Director

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

Office of the Chief Financial Officer

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

Expenditure forecasts are developed in conjunction with program managers and assistant directors; forecasts are updated monthly based on actual spending patterns. Interim rebalance plans, requests for additional General Fund appropriation or Other Funds and Federal Funds expenditure limitations, responses to legislative budget notes and other legislative directives are the responsibility of this office. Emergency Board requests are prepared and coordinated through this office as well. The primary cost drivers for this office are

personnel costs. Other workload drivers are the growth in numbers of prison facilities, the high volume of information and analytical requests from the Governor's Office, the Legislature, and the public.

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

Office of Communications

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

Office of Government Efficiencies

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

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

Office of Internal Audits

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

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

The Office of Internal Audits consists of one Senior Internal Auditors and one Audit Administrator. In order to comply with International Auditing Standards, Internal Auditors are required, among other things, to attend 20 hours of training per year. Internal Audit completes this training locally and cost-effectively through its participation in the local chapter of the Institute of Internal Auditors. Continual training enables Internal Audits to keep informed of the current climate of internal auditing, as well as the unique challenges facing government as it pertains to risk analysis and governance.

Office of the Inspector General

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

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

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

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

Department Overhead

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

Proposed New Laws That Apply to the Program Unit

None of the agency's four legislative concepts for the 2019 session fall under the leadership of Central Administration.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	**Position/ FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Director's Office	8 / 8.00		$2,852,338	$88,696	$0	$2,941,034
Department Overhead	0 / 0.00		$61,640,829	$2,512,587	$482,022	$64,635,438
Government Efficiencies	14 / 14.00		$4,328,583	$0	$0	$4,328,583
Chief Financial Office	89 / 88.09		$20,870,456	$499,965	$0	$21,370,421
Inspector General	63 / 63.00		$16,238,432	$668,398	$557,200	$17,464,030
Office of Communications	10 / 10.00		$3,332,688	$0	$0	$3,332,688
Program Unit Total	184 / 183.09		$109,263,326	$3,769,646	$1,039,222	$114,072,194

Revenue Sources

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.

Federal Fund revenues recorded in the Agency Overhead sub-unit include the Oregon Community Health Information Network (OCHIN) Broadband subsidy 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 OCHIN to expand bandwidth to health care providers, including Oregon prisons. This is simply an accounting transaction; it does not represent a cash transaction.

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

Central Administration Division

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

Purpose
This package includes three components: 1) The cost of Personal Services adjustments, such as inflation on non-PICS accounts, i.e., overtime, differentials, unemployment compensation, and mass transit taxes, which are not automatically generated by PICS; 2) An adjustment for the anticipated savings associated with normal employee turnover, commonly referred to as vacancy savings, which is developed using a formula prescribed by the Department of Administrative Services (DAS) Chief Financial Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2017-19 Base Budget by the standard inflation factor of 3.8%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$472,184
Other Funds	$39,439

2021-23 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 2021-23, 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	472,184	-	-	-	-	-	472,184
Total Revenues	**$472,184**	**-**	**-**	**-**	**-**	**-**	**$472,184**
Transfers Out							
Tsfr To Agriculture, Dept of	-	-	-	-	-	-	-
Total Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Temporary Appointments	5,865	-	-	-	-	-	5,865
Overtime Payments	1,898	-	-	-	-	-	1,898
Shift Differential	-	-	-	-	-	-	-
All Other Differential	13,809	-	1,776	-	-	-	15,585
Public Employees' Retire Cont	3,460	-	391	-	-	-	3,851
Pension Obligation Bond	162,222	-	10,146	-	-	-	172,368
Social Security Taxes	1,650	-	136	-	-	-	1,786
Unemployment Assessments	1,211	-	10	-	-	-	1,221
Mass Transit Tax	21,132	-	289	-	-	-	21,421
Vacancy Savings	260,937	-	26,691	-	-	-	287,628
Total Personal Services	**$472,184**	**-**	**$39,439**	**-**	**-**	**-**	**$511,623**
Services & Supplies							
Office Expenses	-	-	-	-	-	-	-
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: Central Administration
Cross Reference Number: 29100-004-00-00-00000

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	472,184	-	39,439	-	-	-	511,623
Total Expenditures	**$472,184**	**-**	**$39,439**	**-**	**-**	**-**	**$511,623**
Ending Balance							
Ending Balance	-	-	(39,439)	-	-	-	(39,439)
Total Ending Balance	**-**	**-**	**($39,439)**	**-**	**-**	**-**	**($39,439)**

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 2017-19 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2017-19 budget.

How Achieved
This package phases out one-time Other Fund staffing related expendable property associated with accounting positions approved in 2017-19 LAB POP 113. In addition, one-time 2017-19 Other Fund limitation for Capital Renewal bond issuance costs (POP 811) and DOC TAG Upgrade (POP 813) have been phased out.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$0
Other Funds	$(1,233,126)
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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
Services & Supplies							
Other COP Costs	-	-	(721,466)	-	-	-	(721,466)
Expendable Prop 250 - 5000	-	-	(6,322)	-	-	-	(6,322)
IT Expendable Property	-	-	(5,338)	-	-	-	(5,338)
Total Services & Supplies	**-**	**-**	**($733,126)**	**-**	**-**	**-**	**($733,126)**
Capital Outlay							
Other Capital Outlay	-	-	(500,000)	-	-	-	(500,000)
Total Capital Outlay	**-**	**-**	**($500,000)**	**-**	**-**	**-**	**($500,000)**
Total Expenditures							
Total Expenditures	-	-	(1,233,126)	-	-	-	(1,233,126)
Total Expenditures	**-**	**-**	**($1,233,126)**	**-**	**-**	**-**	**($1,233,126)**
Ending Balance							
Ending Balance	-	-	1,233,126	-	-	-	1,233,126
Total Ending Balance	**-**	**-**	**$1,233,126**	**-**	**-**	**-**	**$1,233,126**

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 2019-21, inflation factors are 3.8% for standard inflation, 4.2% for Professional Services, 20.14% for Attorney General charges, 3.8% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2019-21 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	$12,696,820
Other Funds	$18,221
Federal Funds	$39,749

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	12,696,820	-	-	-	-	-	12,696,820
Total Revenues	**$12,696,820**	**-**	**-**	**-**	**-**	**-**	**$12,696,820**
Services & Supplies							
Instate Travel	4,971	-	657	3,531	-	-	9,159
Out of State Travel	717	-	812	-	-	-	1,529
Employee Training	5,839	-	24	-	-	-	5,863
Office Expenses	56,236	-	992	-	-	-	57,228
Telecommunications	97,179	-	-	17,646	-	-	114,825
State Gov. Service Charges	11,882,632	-	-	-	-	-	11,882,632
Data Processing	145,737	-	48	-	-	-	145,785
Publicity and Publications	1,468	-	-	-	-	-	1,468
Professional Services	13,038	-	-	18,572	-	-	31,610
Attorney General	384,531	-	-	-	-	-	384,531
Employee Recruitment and Develop	112	-	-	-	-	-	112
Dues and Subscriptions	321	-	-	-	-	-	321
Facilities Rental and Taxes	53,190	-	-	-	-	-	53,190
Fuels and Utilities	7,062	-	-	-	-	-	7,062
Facilities Maintenance	340	-	-	-	-	-	340
Medical Services and Supplies	603	-	-	-	-	-	603
Other Care of Residents and Patients	216	-	-	-	-	-	216
Other Services and Supplies	31,644	-	15,688	-	-	-	47,332
Expendable Prop 250 - 5000	2,519	-	-	-	-	-	2,519

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	1,842	-	-	-	-	-	1,842
Total Services & Supplies	**$12,690,197**	**-**	**$18,221**	**$39,749**	**-**	**-**	**$12,748,167**
Capital Outlay							
Office Furniture and Fixtures	2,459	-	-	-	-	-	2,459
Total Capital Outlay	**$2,459**	**-**	**-**	**-**	**-**	**-**	**$2,459**
Special Payments							
Dist to Individuals	3,825	-	-	-	-	-	3,825
Other Special Payments	339	-	-	-	-	-	339
Total Special Payments	**$4,164**	**-**	**-**	**-**	**-**	**-**	**$4,164**
Total Expenditures							
Total Expenditures	12,696,820	-	18,221	39,749	-	-	12,754,790
Total Expenditures	**$12,696,820**	**-**	**$18,221**	**$39,749**	**-**	**-**	**$12,754,790**
Ending Balance							
Ending Balance	-	-	(18,221)	(39,749)	-	-	(57,970)
Total Ending Balance	**-**	**-**	**($18,221)**	**($39,749)**	**-**	**-**	**($57,970)**

Central Administration Division

032 Above Standard Inflation

Package Description

Purpose
This package includes funding for above standard inflation as prescribed by DAS. Approval by the DAS CFO is required in order to use this package. Medical accounts are approved to use the additional medical services inflation factor because they rely heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology, and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2019-21, the above standard inflation factor for Medical Services and Supplies is 0.4%, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$64
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	64	-	-	-	-	-	64
Total Revenues	**$64**	**-**	**-**	**-**	**-**	**-**	**$64**
Services & Supplies							
Medical Services and Supplies	64	-	-	-	-	-	64
Total Services & Supplies	**$64**	**-**	**-**	**-**	**-**	**-**	**$64**
Total Expenditures							
Total Expenditures	64	-	-	-	-	-	64
Total Expenditures	**$64**	**-**	**-**	**-**	**-**	**-**	**$64**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

040 Mandated Caseload

Package Description

Purpose
Mandated caseload changes included in this package are based on caseload changes for programs that are required by the federal government, the state constitution, or court actions. Mandated caseload costs include, but are not limited to, the cost of additional staff and operating costs required to operate these programs. The April 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
In response to the caseload projections included in the April 2018 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 de-activating temporary and emergency beds within the department's facilities as the result of the declining prison population forecast.

Specifically, the plan includes reducing the funding for temporary and emergency beds planned to be de-activated during the 2019-21 biennium at Two Rivers Correctional Institution, Coffee Creek Correctional Facility, and Eastern Oregon Correctional Institution.

Agency Request Budget

Staffing Impact	**2017-19**	**2019-21**
Positions	0	0
FTE	0	0

Revenue Source	
General Fund	$(4,941)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
Mandated caseload is re-projected each biennium during budget development based on the most current Office of Economic Analysis population forecast, therefore actions in this package will not have an impact in 2019-21.

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	(4,941)	-	-	-	-	-	(4,941)
Total Revenues	**($4,941)**	**-**	**-**	**-**	**-**	**-**	**($4,941)**
Services & Supplies							
Office Expenses	(4,941)	-	-	-	-	-	(4,941)
Total Services & Supplies	**($4,941)**	**-**	**-**	**-**	**-**	**-**	**($4,941)**
Total Expenditures							
Total Expenditures	(4,941)	-	-	-	-	-	(4,941)
Total Expenditures	**($4,941)**	**-**	**-**	**-**	**-**	**-**	**($4,941)**
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
At the agency level, this package includes the following net zero adjustments: 1) Reallocation of General Fund budget between various DCR's and 2) Reduction of Services and Supplies budget to pay for three new Correctional Case Management related positions and new position authority to eliminate one currently double filled position. This division's package includes 1) position authority and related funding to eliminate one currently double-filled position and 2) budget shifted from other division's to cover this division's expected attorney general expenses.

Agency Request Budget

Staffing Impact

Positions:	0
FTE:	0

Revenue Source

General Fund	$446,959
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become a part of the Base Budget for 2019-21.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	446,959	-	-	-	-	-	446,959
Total Revenues	**$446,959**	**-**	**-**	**-**	**-**	**-**	**$446,959**
Personal Services							
Class/Unclass Sal. and Per Diem	157,008	-	-	-	-	-	157,008
Empl. Rel. Bd. Assessments	61	-	-	-	-	-	61
Public Employees' Retire Cont	34,589	-	-	-	-	-	34,589
Social Security Taxes	12,011	-	-	-	-	-	12,011
Unemployment Assessments	283	-	-	-	-	-	283
Worker's Comp. Assess. (WCD)	58	-	-	-	-	-	58
Mass Transit Tax	942	-	-	-	-	-	942
Flexible Benefits	35,184	-	-	-	-	-	35,184
Total Personal Services	**$240,136**	**-**	**-**	**-**	**-**	**-**	**$240,136**
Services & Supplies							
Attorney General	206,823	-	-	-	-	-	206,823
Total Services & Supplies	**$206,823**	**-**	**-**	**-**	**-**	**-**	**$206,823**
Total Expenditures							
Total Expenditures	446,959	-	-	-	-	-	446,959
Total Expenditures	**$446,959**	**-**	**-**	**-**	**-**	**-**	**$446,959**

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
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
1900004	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
		TOTAL PICS SALARY						157,008				157,008
		TOTAL PICS OPE						81,903				81,903
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			238,911				238,911

Central Administration Division

102 Capital Construction – Public Safety Center Campus

Purpose
This package requests project authorization for a new Public Safety Center Campus in Salem that would co-locate the Department of Corrections (DOC), Oregon Corrections Enterprises (OCE), Board of Parole and Post-Prison Supervision (BPPPS), and Criminal Justice Commission, with the potential expansion for all other public safety state agencies.

The resources requested are specific to Central Administration are $1,120,000 Cost of Issuance for XI-Q Bonds.

The land surrounding the current home for the Central Administration of DOC and BPPPS (also referred to as the "north campus") is currently under various contracts between the Department of Administrative Services (DAS) and the Salem Housing Authority, the City of Salem and Mountain West Investments, as well as a portion of land remaining with DAS. The Dome, where the central administrative offices of DOC and BPPPS reside, remains under DAS ownership. The maintenance required and unique environment associated with occupying a historic building like the Dome, present on-going challenges to provide a safe and uninterrupted work environment for employees. A Public Safety Center Campus building would provide agencies a new permanent location, which would help to support efficient and effective public safety agency operations for many decades into the future.

A Public Safety Center Campus will provide a number of immediate and significant benefits to public safety agency operations and the public at large, at a reduced long-term cost to Oregonians.

- Reduced life-time facilities costs;
- Site location & construction standards resilient to natural disasters;
- Coordination and communication efficiencies (cost avoidance opportunities);
- Modern facilities & customized spaces with energy efficiencies gained from modern engineering standards; and
- Location stability with room to grow as needed.

How Achieved
This policy option package is recommending a permanent solution that involves construction of an administrative office center campus that would house these agencies on DOC owned land near the Department of Public Safety Standards & Training and the Santiam Correctional Institution in Salem.

For DOC specifically, all functional programs in the Salem area, with the exception of DOC's Central Distribution Center (CDC), would be housed at the new campus. This includes those agency functions that occur in the Dome building, the 22nd Street "Central South"

complex that houses Human Resources, Health Services, and the Office of Population Management), some functional units housed at the CDC (Accounting, Central Trust, Procurement/Contracts, Financial Systems Support), and a variety of support units currently housed in residential housing on-site at a number of correctional institutions.

This solution will eliminate the need for leasing office space and maximize the use of shared space (motor pool area, conference, file storage, mail room, and lunch facilities). A Conceptual Master Plan completed in 2018 includes details for construction of a multi-agency Public Safety Center Campus that would accommodate current needs and provide options for future potential phases. The construction timeline is estimated at 36 to 48 months from authorization. Financing will be offset by lease savings and reduced utility costs, and the facility is projected to cost the state less over the long-term as compared to maintaining the status quo.

This package requests overall project authority and Other Fund limitation of $75,000,000 plus General Fund to cover the debt service and Cost of Issuance to provide planning and design, infrastructure, and building construction that would make the facility ready for occupancy by the end of 2022. It also includes project management funding for six Limited Duration positions to provide project coordination and oversight over the life of the project.

Financing for the project would be provided through bond sales. Debt Service liability in the first biennium is estimated at $1,120,000 General Fund. We are requesting both general fund and other fund limitation. New debt schedules and cost of issuance will be requested from DAS should the package move forward.

Quantifying Results
Project success will be measured by the ability to maintain the established construction schedule and complete the project within the time allowed and within the authorized budget. The project's viability can be evaluated based on the cost alternatives of significant leased space for DOC, efficiencies achieved by shared resources (building operations, technology, administrative functions, etc.), common space, fuel & utility savings and continued rentals/leases for the other prospective occupants.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$0
Other Fund	$1,120,000

2021-2023 Fiscal Impact
Adjustments made in this package are one-time costs of issuance expenses that will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Public Safety Center Campus (PSCC)

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	1,120,000	-	-	-	1,120,000
Total Revenues	**-**	**-**	**$1,120,000**	**-**	**-**	**-**	**$1,120,000**
Services & Supplies							
Other COP Costs	-	-	1,120,000	-	-	-	1,120,000
Total Services & Supplies	**-**	**-**	**$1,120,000**	**-**	**-**	**-**	**$1,120,000**
Total Expenditures							
Total Expenditures	-	-	1,120,000	-	-	-	1,120,000
Total Expenditures	**-**	**-**	**$1,120,000**	**-**	**-**	**-**	**$1,120,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

105 Research & Data FTE and Contracting

Purpose
Position funding for the Research Unit and Office of Government Efficiencies (OGE) and contracting for professional services in the research unit.

A. In 2011, Senate Bill 676 mandated that state agencies must submit outcome-based budgets for consideration. In response, the Oregon Department of Corrections (DOC) has been working over the past four years to align allocation with strategic state priorities. To meet these requirements, DOC has implemented significant changes to management frameworks, accounting policies, reporting processes, and performance management.

Correctional Outcomes through Research and Engagement (CORE) is the DOC management framework created in support of SB 676 to identify mission related, key business processes and their performance metrics to monitor and measure the work DOC does every day. This provides DOC with the tools to identify opportunities for improvement and to streamline process, use data to identify constraints, effectively use resources, and promote public safety. CORE also provides employees with opportunities to influence and improve the fundamental ways the department does business.

The DOC Research Unit and OGE leads, manages, and administers CORE, agency-wide implementation and strategic planning of DOC organizational transformation, and other agency-wide program performance improvement initiatives.

In collaboration with the department's Executive Team, and Leadership Team, OGE manages a portfolio of projects and initiatives to develop, plan, launch, promote, and sustain principles and practices of DOC's management system ensuring alignment with the agency's four- and ten-year goals. The four-year strategy map and the ten-year strategic plan, are titled, "Destination 2026." This group also provides business systems analysis; organizational development; change management; project planning; performance metrics; leadership; management of research; and data analysis for business; organizational; and operational issues for DOC.

The Research Unit performs data querying and reporting related to key performance measures, legislative requests, public information requests and CORE. The unit also provides evaluation of programs and oversight and management of external research requests that flow through the department's Research Committee. This team provides data and statistical information internally to staff throughout the department as well as to other state and local agencies for their planning and research related purposes. The information provided impacts the decision-making of the departments' divisions, operations of 14 prisons, parole, probation and post-prison supervision functions in 36 counties, and the Board of Parole and Post-Prison Supervision. The Research Unit is the

planning, implementation, and management of the department's data mart, which is the software platform used to provide mission critical business intelligence reporting for the agency.

The Research Unit and OGE staff are the backbone of the department's ability to becoming a research and data-informed and research and data-driven agency. The demands on the Research Unit and OGE have increased exponentially while the staffing levels have remained consistent.

To provide sufficient management, oversight and services, funding is requested to re-class three existing positions. These positions provide essential work of classifications higher than the current position classifications. There are no existing positions available to fund these position reclasses; therefore, this request includes the funding to appropriately reclass the existing positions.

The resources being requested specifically for Item A are $759,996 General Fund, three positions, and 3.00 FTE.

B. The mission of DOC is to promote public safety by holding people accountable for their actions and reducing the risk of future criminal behavior. The Research Unit within DOC provides the agency with mission-critical information on the adult populations, program performance, and policy impacts necessary to plan, evaluates and directs the operations of the department. Pursuant to Senate Bill 267, key responsibilities include providing continuous and ongoing evaluation of the department's evidence-based programs, identifying means to reduce recidivism, and assessing programs and operational components that aligns with the department's mission and evidence-based practices. This office manages and maintains the agency's data mart and its front-end web-based application, Correctional Management Information System (CMIS). It also provides research and data to support evidence-based programs, legislative and public information requests and CORE.

This unit strives to ensure administrators, legislators, and managers have the research conclusions necessary to make informed policy and operational decisions. However, there are instances where the research need exceeds the unit's knowledge base and content expertise. This request is seeking funding to hire contract research services on a project basis.

The resources being requested specifically for Item B are $200,000 General Fund, 0 positions, 0.00 FTE.

How Achieved

A. The addition of two positions (Research Analyst 3 and Operations & Policy Analyst 3) within the Research unit and one Operations & Policy Analyst 4 position for OGE, will provide both units with a greater ability to meet the current and future data, research, and business analysis needs of the department as well as the ability to guide and manage continued organizational development, the performance management system and strategic vision and planning efforts.

Currently, two of the four existing Research Analysts are dedicated to data extraction and analysis while .5 FTE of the remaining two Research Analysts is dedicated to managing the DOC Research Committee and the workload that it entails. With an agency the size of DOC, this only leaves 1.5 FTE dedicated to perform actual research that is crucial to identifying ways to improve programs, risk tools and ultimately public safety outcomes. Lastly, there are two Operations & Policy Analyst 3 positions focused on the maintenance and development of the data mart and automation and scheduling of CORE and Key Performance Measures as well as to the maintenance and expansion of the internal "Information Hub" and the data reporting offered on the web-based portal, CMIS.

The management and prioritization of this workload within both the Research Unit and OGE is challenging. However, another Research Analyst 3 will provide the Research Unit with the ability to add another .75 FTE toward Research projects and .25 FTE toward assistance with data queries and analysis. Another Operations & Policy Analyst 3 position will provide much needed data mart support as well as the capability to focus on information systems documentation and the expansion of reporting capabilities through the CMIS web portal. Adequate staffing with the Research Unit is crucial to the continued success of the unit's ability to provide research and data-informed and research and date-driven services to the agency. One additional Operations & Policy Analyst 4 position for OGE will provide project management support for department initiatives and resources to lead systems, process development, and improvement efforts.

B. Securing professional services funding for research and analysis services will provide DOC with the ability to contract out for research and analysis services on a per-project basis when specific content knowledge is necessary that does not exist within the Research Unit. More specifically, this will allow DOC to collaborate with the Criminal Justice Commission Oregon universities and other criminal justice professionals to provide gold standard evaluations and reviews of our system work. Many of these professionals work with other criminal justice partners and share a vested interest in ensuring Oregon is utilizing effective, evidence based approaches to custody, programming, and supervision.

Additionally, professional services dollars will allow the department to contract with national research organizations who can provide broader context and perspective as it relates to justice reinvestment, outcome measures, and emerging trends for such things as risk assessment evaluations, program efficacy, and other risk/need outcomes.

Quantifying Results

A. The department's agency-level performance scorecard already captures measures that quantify the department's performance regarding responsiveness to legislative and public record requests. Each of the institution-level scorecards tracks the performance of public record requests as well.

The Research Unit through the use of the data mart, is crucial to the support of CORE by providing data across divisions and units in preparation of the agency, divisional and institution scorecards. As part of this effort, the Research unit also created measures to

quantify completion rates of new and revised agency, division, and institution-level scorecard CORE measures that require automation through the data mart following the structure in the table below.

OGE is focused on strategic planning and oversight of the department's performance management system and as such the agency's scorecard captures measures that track the progress of activating process and outcome measures as well as the percentage of active process and outcome measures with set ranges and targets and an overall performance of the measures. OGE developed the following measures that address solid project management of initiatives utilizing the structure of the table below:

- Percentage of Initiatives with Approved Charters
- Percentage of Executive Team Sponsored Initiatives progressing on time
- Percentage of Leadership Team Sponsored Initiatives progressing on time

The Supporting Process (SP), SP5 – Engaging Stakeholders and Partners and SP6 – Managing Performance are listed in the table below along with their associated SP measures, ranges, performance target, and data reporting frequency.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Performance
			Red	Yellow	Green		
AGY_SP_5b	Legislative Requests	Number of days to fulfill or complete a legislative request (excluding requests from a hearing)	≥6	3-5	<3	3	9/1/16 thru 3/31/18 average = 2.8 days
AGY_SP_5f	Public Records Requests	Number of days to fulfill a public records request	≥21	16-20	≤15	15	9/1/16 thru 3/31/18 average = 4.3 days
AGY_SP_6a	Ranges and Targets	Percentage of active process and outcome measures with established targets and ranges.	< 85%	85-95%	≥ 95%	100%	As of 3/3/18, this measure is up to 90%.
AGY_SP_6b	Process Measures	Percentage of active process measures meeting "green" performance range divided by the total number of active	< 80%	80-90%	≥ 90%	95%	As of 3/3/18, this measure is at 35%

		process measures with established targets and ranges.					
AGY_SP_6c	**Outcome Measures**	**Percentage of active outcome measures meeting "green" performance range divided by the total number of active process measures with established targets and ranges.**	**< 80%**	**80-90%**	**≥ 90%**	**95%**	**As of 3/3/18, this measure is at 50%.**
AGY_SP_6d	**Active Measures**	**Percentage of all process and outcome measures that are active.**	**< 85%**	**85-95%**	**≥ 95%**	**100%**	**As of 3/31/18, this measure is up to 89.42%.**

B. Professional services contracts will be developed, which will include measurable deliverables and outcomes.

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Source

General Fund	$959,996
Other Funds	$ 0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 105 - Research & Data FTE and Contracting

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	959,996	-	-	-	-	-	959,996
Total Revenues	**$959,996**	**-**	**-**	**-**	**-**	**-**	**$959,996**
Personal Services							
Class/Unclass Sal. and Per Diem	446,352	-	-	-	-	-	446,352
Overtime Payments	1,874	-	-	-	-	-	1,874
All Other Differential	5,936	-	-	-	-	-	5,936
Empl. Rel. Bd. Assessments	183	-	-	-	-	-	183
Public Employees' Retire Cont	100,052	-	-	-	-	-	100,052
Social Security Taxes	34,743	-	-	-	-	-	34,743
Unemployment Assessments	818	-	-	-	-	-	818
Worker's Comp. Assess. (WCD)	174	-	-	-	-	-	174
Mass Transit Tax	2,725	-	-	-	-	-	2,725
Flexible Benefits	105,552	-	-	-	-	-	105,552
Total Personal Services	**$698,409**	**-**	**-**	**-**	**-**	**-**	**$698,409**
Services & Supplies							
Instate Travel	5,079	-	-	-	-	-	5,079
Employee Training	4,500	-	-	-	-	-	4,500
Office Expenses	23,466	-	-	-	-	-	23,466
Data Processing	6,468	-	-	-	-	-	6,468
Professional Services	-	-	-	-	-	-	-
IT Professional Services	200,000	-	-	-	-	-	200,000
Other Services and Supplies	3,921	-	-	-	-	-	3,921

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 105 - Research & Data FTE and Contracting

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
Expendable Prop 250 - 5000	9,843	-	-	-	-	-	9,843
IT Expendable Property	8,310	-	-	-	-	-	8,310
Total Services & Supplies	**$261,587**	**-**	**-**	**-**	**-**	**-**	**$261,587**
Total Expenditures							
Total Expenditures	959,996	-	-	-	-	-	959,996
Total Expenditures	**$959,996**	**-**	**-**	**-**	**-**	**-**	**$959,996**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900151	AAONC1117 AP	RESEARCH ANALYST 3	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
1900152	AAONC0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	6,606.00	158,544				158,544
								82,359				82,359
1900153	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
		TOTAL PICS SALARY						446,352				446,352
		TOTAL PICS OPE						238,386				238,386
		TOTAL PICS PERSONAL SERVICES =	3	3.00	72.00			684,738				684,738

Central Administration Division

106 System & Hardware Sustainability

Purpose

A. The Statistical Analysis System (SAS) is a software the Oregon Department of Corrections (DOC) uses extensively to retrieve and integrate data from a variety of sources as well as to data mine and convert the data in preparation for reporting, providing business intelligence to the agency, and providing statistical analysis.
B. Computer lifecycle replacement. It will provide on-going funding for compliance with Statewide Policy 107-004-010, DOC Policy 60.1.3, and CORE. The agency's current initiative by supporting innovative, efficient, and sustainable business practices.
C. Additional enterprise software as part of the agency's base budget. It will provide ongoing funding for compliance with Policy 60.1.3 to keep enterprise software in lifecycle. It will enable DOC to continue forward mobility with server centric application and workforce mobile technology transformation.

The resources being requested for Central Administration are specific to item A.

A. DOC seeks to address funding needs associated with the SAS, a software suite of applications DOC uses extensively to retrieve and integrate data from a variety of sources as well as to mine and convert the data in preparation for reporting, providing business intelligence to the agency and providing statistical analysis.

DOC started using the SAS in the early 2000's, which provides mission critical business intelligence reporting for the agency. The continued use of SAS, is crucial to supporting:

- The department's performance management system;
- The quantification and reporting on the agency's key performance measures; and
- The ability to provide data to department staff state-wide and to community corrections partners, via its web portal CMIS.

The primary function of SAS is to bring data together from disparate systems into a central data repository, which then allows the Research and Data Unit to meet their mission of:

- Ensuring that administrators, legislators, managers and other DOC staff and external partners have the data and research conclusions necessary to make informed policy and operational decisions as well as for program management and improvements.
- Support the department's performance management system, CORE, which allows the department to identify opportunities to improve operations, streamline processes, use of data to identify constraints, effectively use resources, and ultimately promote public safety.
- Providing data services used for statewide community corrections policy development, strategy and data management.

- Providing data for internal and external research projects, program evaluations, and the development of risk assessment tools.

Since the creation of SAS, the licensing and maintenance fees have never been funded.

The resources requested specific to Item A. are $280,000 General Fund, 0 positions, 0.00 FTE.

How Achieved
Securing a stable funding source for the biennial SAS licensing and maintenance costs will eliminate this unfunded liability and provide the department the ability to receive newer SAS versions and other updates, continue maintaining the current data repository content, and further develop the data repository reporting capabilities in support of CORE as well as other ongoing operational and research needs.

Quantifying Results
The department's agency-level performance scorecard captures measures that quantify the department's performance regarding responsiveness to legislative and public records' requests. Each of the institution-level scorecards also track the performance of public records' requests. The use of the SAS and data repository, is crucial to the support of CORE by providing data across divisions and units in preparation of the agency, divisional and institution scorecards. It will also provide the ability to automation to quantify completion rates of new and revised agency, division, and institution-level scorecard CORE measures.

As part of this effort, the Research and Data unit will also be creating measures to quantify completion rates of new and revised agency, division, and institution-level scorecard CORE measures that require automation through the SAS data mart following the structure in the table below.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0

Revenue Source

General Fund	$280,000
Other Funds	$0

2021-23 Fiscal Impact
This package would become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 106 - IT Systems Sustainability

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	280,000	-	-	-	-	-	280,000
Total Revenues	**$280,000**	**-**	**-**	**-**	**-**	**-**	**$280,000**
Services & Supplies							
Data Processing	280,000	-	-	-	-	-	280,000
Total Services & Supplies	**$280,000**	**-**	**-**	**-**	**-**	**-**	**$280,000**
Total Expenditures							
Total Expenditures	280,000	-	-	-	-	-	280,000
Total Expenditures	**$280,000**	**-**	**-**	**-**	**-**	**-**	**$280,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

107 Corrections Information System Rebuild

This Policy Option Package 107 seeks to address the following:

A. Assess Corrections Fundamental Systems
B. Corrections Information Systems (CIS) Tool Upgrade

The resource request specific to the Central Administration is to cover the cost of issuance for XI-Q bonds sold to purchase the CIS Tool Upgrade (Software) in Item B.

PURPOSE

B. Corrections Information Systems (CIS) Tool Upgrade

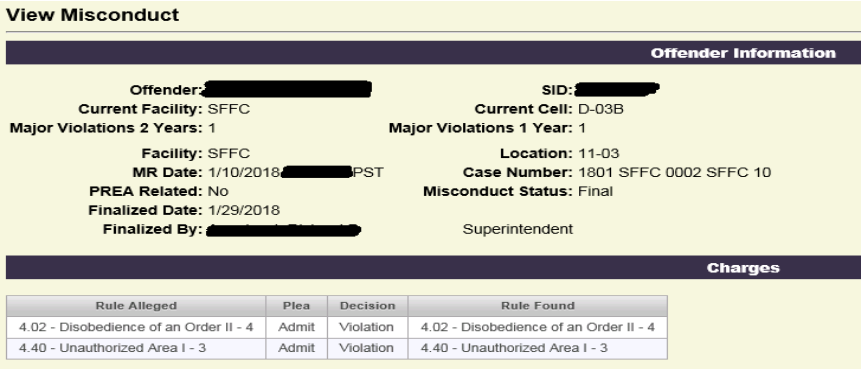
This Policy Option Package (POP) component provides an immediate solution while analyzing the Department of Corrections (DOC) fundamental systems. DOC seeks to modernize a core business application originally developed in the late 1980s: Corrections Information System (CIS). Modernization of CIS would be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate much more efficient data exchanges with counties and other business partners. This request is designed as a stepping stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is DOC's ten year strategic plan.

The modernization of tools funded through this POP will address shortcomings such as mobile inaccessibility and poor user friendliness and usability inherent in a 30 year-old IT system. It will enable CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place. This technology transformation is in support of the State of Oregon Governor's priority of efficient and effective delivery of government services.

Before:



After:



The resources requested specific to Cost of Issuance for Item B are $40,000 Other Fund Limitation, 0 Position, 0.00 FTE.

B. Corrections Information Systems (CIS) Tool Upgrade

Purchase of a new software toolset and on-going licensing (maintenance) to transform and integrate the CIS core application with existing modern applications.

Procuring Quality Assurance vendor services. Quality assurance services depends on whether Preliminary Quality Assurance and other Quality Management Services are required means a set of services providing an independent and objective review of plans, specification, estimates, documentation, available resources and overall purpose for an information technology initiative. The OSCIO has latitude in interpreting the stage gate process as it applies to projects undertaken by executive branch agencies and other Covered Organizations including the requirements for independent quality management services for information technology.

Add four positions within the IT Application Services unit to provide the transformation capabilities, ongoing enhancements and support for the department's primary computer application. These four positions are required for adding this complex toolset to our existing systems as the toolset specialists.

One additional limited duration or professional services senior project manager will be essential to ensure the effective management of the project during its crucial first two years.

The primary deliverables for this POP are:

- Procuring and implementing a web based interface for CIS that integrates seamlessly with other DOC applications. Includes configuring the environment and training of staff.
- Adding industry standardized web services to CIS for internal and external use promoting code reuse, modularity and secure integration points for county, state and other business partner systems. The web services will be secured and select services will be accessible to external business partners.
- Creating modern interfaces to CIS that work in the web browser, are mobile enabled and integrate with other DOC applications.

The project will follow the Project Management Body of Knowledge (PMBOK) to ensure the application of standardized management principles to the conduct of the project.

Quantifying Results

B. Corrections Information Systems (CIS) Tool Upgrade

The strategic initiatives this concept plans to support are:

- CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 “modern tools and technology are in place.”
- State of Oregon Governor’s Priority and Core Value.
  - One of the Governor’s core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

The result of this effort, estimated at two years, will support these initiatives by:

- Building web services to CIS modules.
- Creating modern interfaces for CIS modules that seamlessly integrate with existing DOC web applications.
- Enabling mobile access to CIS modules.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$0
Other Funds	$40,000

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for the 2021-23 based on updated debt service schedules provided by DAS.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 107 - Corrections Information System Rebuild

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	40,000	-	-	-	40,000
Total Revenues	**-**	**-**	**$40,000**	**-**	**-**	**-**	**$40,000**
Services & Supplies							
Other COP Costs	-	-	40,000	-	-	-	40,000
Total Services & Supplies	**-**	**-**	**$40,000**	**-**	**-**	**-**	**$40,000**
Total Expenditures							
Total Expenditures	-	-	40,000	-	-	-	40,000
Total Expenditures	**-**	**-**	**$40,000**	**-**	**-**	**-**	**$40,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

108 Communications and Collaboration Portal (Intranet)

PURPOSE
This project is for DOC to develop and deploy an enterprise-wide Communications and Collaboration Portal – Intranet (CCP) to support strategies improving business communications and processes within the agency, manage documents, provide document version control, make possible collaboration on documents, projects, and decisions while improving the quality of business data and information.

An Intranet is an in-house website on an organization's network (on premise or in the cloud) to service internal workers (employees, contractors, and volunteers). An intranet provides standardized ways to publish an organization's policies, news, schedules, forms, and training manuals. It can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary means to view and access information within the intranet.

DOC does not have a coordinated solution for communicating within the agency and for collaborating with partners. A CCP will provide the functions to allow DOC to improve:

- Communications within DOC (intranet);
  - Providing central locations to find common information; and
  - 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); and
- Reducing duplicate business forms.

If not funded, DOC's CPP practices will continue as is, using only email and files that are difficult to locate, control, and share. The quality of informed, collaborative, and data-driven decisions will remain underdeveloped and stunted.

Background of this Proposed Project:

- In June 2011, DOC led an Intranet pilot project to test the functionality and approaches to meeting business needs using Intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when initiating a full project.
- In November 2013, DOC hired the Marquam Group, an experienced and well-known team of Intranet consultants that have performed contracts for many Oregon agencies, to perform an Intranet business feasibility study; they were tasked to identify

how an Intranet could meet critical organizational needs. 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 and support.

- By April 2015, Marquam and DOC IT Services collaborated and jointly authored a number of deliverable documents supporting the findings; these documents will provide a framework to start project implementation.
- A summary of findings were presented to DOC's Policy Group in April 2015. The findings were positively received and generated a discussion and desire to move forward.

The stakeholder sessions identified key pain points at DOC:

- There are no central locations to find common information;
- There are issues with duplicate information and misinformation;
- Staff are unable to effectively search for files and information;
- DOC's main channel of communication is primarily through email;
- 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;
- DOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners; and
- The current state affects DOC's Administration, along with all staff using Outlook, Word, Excel, share files, especially when exchanging critical information with others. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to communicate efficiently with DOC.

Upon implementation of the CCP, Key Performance Metrics (KPMs) might include:

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

Identified Benefits of the Proposed Project:

A CCP will provide a foundation to share data and essential information, measure processes, and can lead to improved business efficiencies, decisions, and responsiveness.

In addition to increased collaboration, the system can also provide ways to reduce manual processes, provide opportunities to improve timeliness and quality of decisions, and generate better outcomes in support of DOC's mission.

- Communications within DOC (intranet);

- Providing central locations to find common information;
- Providing tools to locate common information;
- Coordination of meetings;
- Managing documents and document versions;
- Collaborating on projects and decisions;
- Improving the quality of business data and information; and
- Reducing duplicate business forms.

These efforts will improve:

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

This proposal supports many values and elements of DOC's Shared Vision:

- Fact-Based Decision Making;
- Engaging Employees;
- Implementing Innovative Business Practices (data driven, evidence-based practices, and progressive technologies); and
- Partnering with Stakeholders.

The proposed project would 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 the effective communications of news to stakeholders and partners; and
- To assist data warehouse users to utilize data and research studies.

In 2015, DOC began a 10-year strategic initiative called Destination 2026 to define what success would look like in 10 years, and what needs to happen within DOC to reach transformative successes by 2026.

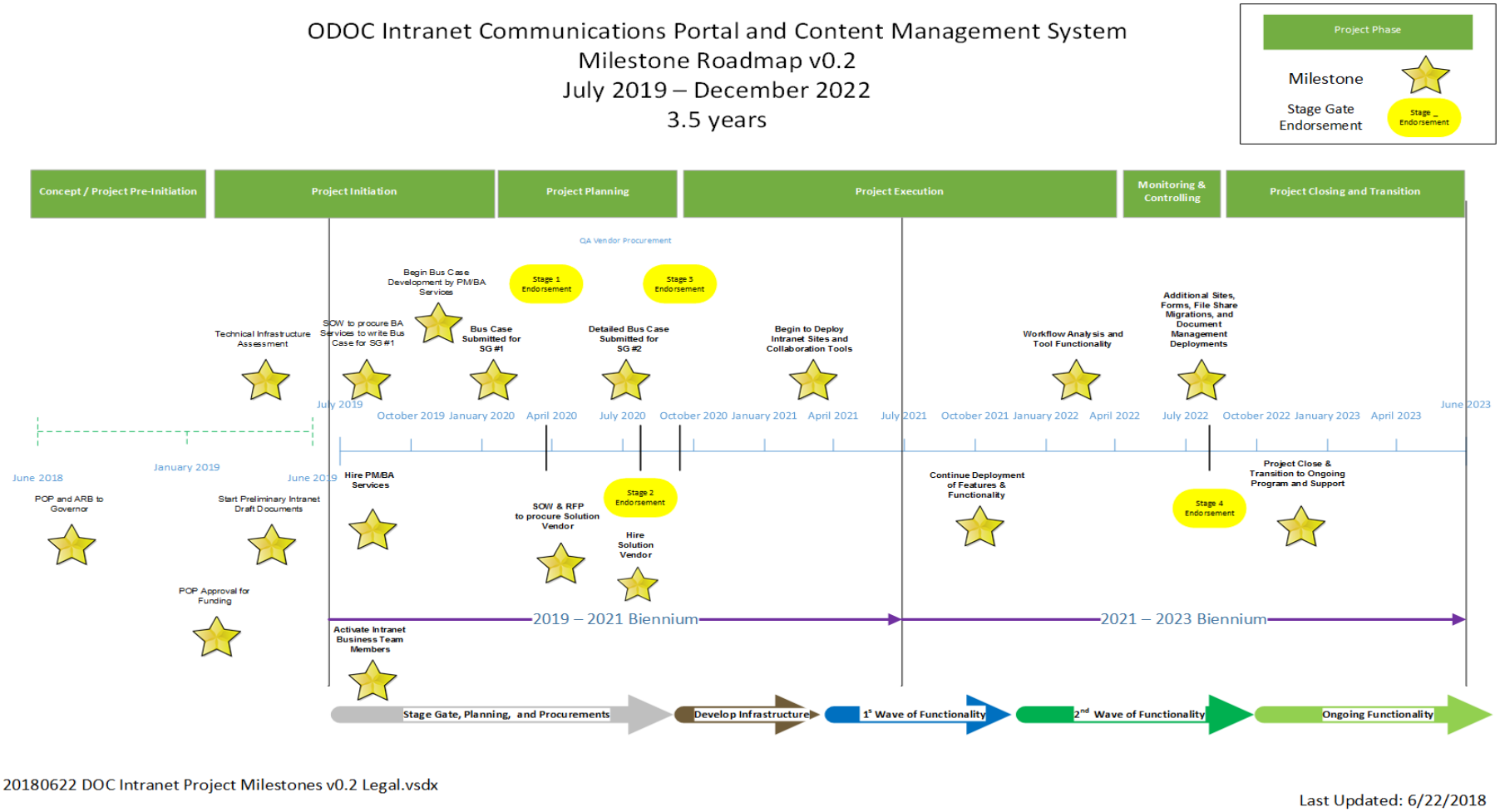
This proposed project supports and aligns to many of DOC's Destination 2026 targets over the next eight years:

- Modern tools and technology in place;
- Securing technology funding;
- Increasing focus on best practices;
- Leadership to build a vision to help focus and prioritize; and
- Using Scorecards, Fundamental Maps, and Quarterly Target Reviews.

HOW ACHIEVED

Key project targets will be met in three general phases by:

- Establishing the initial CCP Intranet enterprise wide foundation;
- Deploying CCP Intranet functionality; and
- Integrating agency business processes.



20180622 DOC Intranet Project Milestones v0.2 Legal.vsdx

Last Updated: 6/22/2018

This project leverages DOC's existing investment in a Microsoft 365 Enterprise (SPE3) license, which includes Microsoft SharePoint (Intranet) software.

The proposed project requires 42 months and is estimated to start July 1, 2019, and end December 31, 2022. (Requires three and a half years).

DOC's Office of Communications (OC) will sponsor and govern the CCP Project. The OC is responsible to further the department's mission, vision, and goals through close collaboration with the agency's external and internal stakeholders. Serving as a trusted source of accurate information, this office ensures the agency is a transparent governmental organization that members of the public can

access at any time. The OC includes internal communications, external communications, media relations, legislative and government relations, and public records information coordination.

The OC will hire a CCP Manager to oversee and:

- Contract with a vendor to perform a technical infrastructure reassessment evaluating DOC's current technology and recommend next steps and tools to support the development of an agency Intranet, collaborative tools, and content management (prior to project initiation).
- Contract with a Solutions Vendor (same or different) to implement the approved solution chosen from the recommendations given. There are at least the potential for two major vendors; the first for analysis, assessment, and recommendations and the second to implement a chosen solution.
- Procure professional services to write the required Stage Gate Business Case and IRR packet to be submitted to the OSCIO.
- Procure professional services to write the Statement of Work and Request for a Proposal to hire a Solutions Vendor.
- Procure a Solutions Vendor to implement the CCP over the life of the project.
- Potentially, hire an independent Quality Assurance (QA) vendor, since this is required for some Stage Gate projects.
  - Note: At this time, it remains unclear if an independent QA will ultimately be required. If it is, the requested funding now includes QA. If QA is later determined not to be necessary, the funded budget might decrease.

The Administrative Services Division, IT Services will require the following positions who will work with the Assessment, Solutions, and any other vendors in support of the project, to help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the Solutions Vendor before the project ends.

- One SharePoint Farm Administrator/Engineer (ISS8)
- One SharePoint Configurator/Site Collection Administrator (ISS7)
- Two Development Information System Specialists (ISS7)

The resources requested specifically for the Central Administration are $1,280,711 General Fund, one position, 1.00 FTE.

QUANTIFYING RESULTS

Metrics could be developed for the following efforts:

- Creating an ongoing governance plan to manage development and program efforts;
- Publishing critical information and content to staff;
- Facilitating staff communications;
- Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions; and
- Partially streamline key business process workflows.

Agency Request Budget

Staffing Impact

Positions	1
FTE	1.00

Revenue Source

General Fund	$994,070
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. The start-up and one-time costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 108 - DOC Intranet

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	994,070	-	-	-	-	-	994,070
Total Revenues	**$994,070**	**-**	**-**	**-**	**-**	**-**	**$994,070**
Personal Services							
Class/Unclass Sal. and Per Diem	136,872	-	-	-	-	-	136,872
Empl. Rel. Bd. Assessments	61	-	-	-	-	-	61
Public Employees' Retire Cont	30,153	-	-	-	-	-	30,153
Social Security Taxes	10,471	-	-	-	-	-	10,471
Unemployment Assessments	246	-	-	-	-	-	246
Worker's Comp. Assess. (WCD)	58	-	-	-	-	-	58
Mass Transit Tax	821	-	-	-	-	-	821
Flexible Benefits	35,184	-	-	-	-	-	35,184
Total Personal Services	**$213,866**	**-**	**-**	**-**	**-**	**-**	**$213,866**
Services & Supplies							
Instate Travel	1,693	-	-	-	-	-	1,693
Employee Training	61,875	-	-	-	-	-	61,875
Office Expenses	7,822	-	-	-	-	-	7,822
Data Processing	2,156	-	-	-	-	-	2,156
Professional Services	699,300	-	-	-	-	-	699,300
Other Services and Supplies	1,307	-	-	-	-	-	1,307
Expendable Prop 250 - 5000	3,281	-	-	-	-	-	3,281

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 108 - DOC Intranet

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	2,770	-	-	-	-	-	2,770
Total Services & Supplies	**$780,204**	**-**	**-**	**-**	**-**	**-**	**$780,204**
Total Expenditures							
Total Expenditures	994,070	-	-	-	-	-	994,070
Total Expenditures	**$994,070**	**-**	**-**	**-**	**-**	**-**	**$994,070**
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
1900163	AAONC0871	AP OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
		TOTAL PICS SALARY						136,872				136,872
		TOTAL PICS OPE						75,927				75,927
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			212,799				212,799

Central Administration Division

109 Central Support Initiatives

Purpose
Policy Option Package 109 seeks to address funding needs:

A. Wellness Coordinator, Staffing, and Program Enhancements;
B. Records Management unit to meet the Public Records Law of acknowledgement within five days and completion within 10 days;
C. Diversity and Inclusion; and
D. Natural Resource Conservation Program.

The resources being requested for the Central Administrative is specific to items B.

B. Records Management Unit

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

- Records Officer (Operations and Policy Analyst 4)
- Administrative Specialist 1

This package requests funding for a Records Officer (Operations and Policy Analyst 4) and Administrative Specialist 1 to assist in the development and implementation of a records management program. As a result of an internal audit, and through internal and external stakeholder conversations, DOC has identified the need for a centralized records management program to provide direction and oversight, and to streamline processes relative to records management and litigation. DOC is seeing an unprecedented increase in requests for its records under Public Records Law and by subpoenas. DOC is also experiencing increasing demands for legal services, representation, and assistance from Department of Justice (DOJ) General Counsel and Trial. Currently, each functional unit manager within DOC independently processes public records requests, subpoenas, litigation needs, and tort claims. The records management program, under the direction of the Records Officer, will help bring consistency in agency-wide processes; centralize the gathering and tracking of legal advice from DOJ; streamline litigation research, records retrieval, and response; develop protocols; and give direction to DOC's approximately 25 legal information officers relative to records retention, litigation, and public record requests, including the collection, review, and release of said records. The Operations and Policy Analyst 4 will serve as the Records Officer for the agency, which is required by Oregon Administrative Rule (OAR) 166-030-0016. The Administrative Specialist 1 will assist the Records Officer in administrative development, research, analysis, and evaluation of a records management program.

DOC has approximately 4,700 employees who work with more than 14,900 AICs in a 24-hour-a-day, 7-day-a-week operation. As an agency, DOC is multifaceted with numerous layers and various locations throughout the state; these factors add complexity in responding to pending litigation and public records requests. The need for consistent records retention and destruction according to rule and policy is critical, especially in light of the large size of DOC's functional units and the number of individual staff members in separate areas who can potentially create and store records on the same topic. The failure to provide accurate, complete, and timely records can result in financial and reputational consequences for the department. A robust public records management system can help the agency to provide accountability and assurance that it operates transparently as a government entity.

The resources requested for the Administrative Services Division specific to Item B are $434,771 General Fund, two positions, 2.00 FTE.

How Achieved

B. Records Management Unit

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

A critical responsibility for the Records Officer will be to act as the designated DOC point of contact for DOJ and Risk Management relative to litigation and tort claims. This central point of contact will improve the production of records needed for litigation, provide consistency in locating and retrieving records, and improve timeliness in responding to legal inquiries. This position will also serve as the agency's Records Officer per OAR 166-030-0016. DOC has historically distributed the Records Officer duties amongst several positions within the agency. As DOC has grown it has become evident a designated position with the responsibility of organizing and managing the agency's records management program is critical. In October 2017, DOC double filled an Operations and Policy Analyst 4 position designating a single position as the agency's Records Officer. The Records Officer will serve as a central resource for directing DOC staff who make records management decisions, thus reducing the department's future risks during litigation and establishing consistency in production of public records.

The Administrative Specialist 1 will assist the Records Officer by providing administrative support in the development of a records management program. The Administrative Specialist will coordinate records request activities with multiple institutions, divisions, and outside stakeholders to ensure a smooth flow of services and operations which will include tracking, scheduling and delivery of services, and development of technical manuals/procedures thereby further creating consistency agency wide.

Quantifying Results

B. Records Management Unit

The department has developed Correctional Outcomes through Research and Engagement (CORE) as a means to monitor and measure the daily work performed throughout the department. The benefits and outcomes of funding the Records Officer and Administrative Specialist positions will be tied to the following CORE supporting processes (SP) and outcome measures (OM):

- AGY_SP_4a – Ratio of total number of litigated tort claims to total number of tort claims
- AGY_SP_4b – Number of Tort claims filed
- AGY_SP_4c – Average litigated Tort claim costs
- AGY_SP_5f – Public Records Requests
- AGY_OM_14a – Public Safety Partners Satisfaction
- AGY_OM_14b – Customer Service

These positions will play a vital role in collecting and analyzing data to inform and plan for the improvement of programs and processes to gain efficiencies and greater effectiveness relative to public records requests and litigation management. Ultimately, the appointment of a Records Officer and Administrative Specialist will bring DOC to the forefront of records management, furthering transparency, and ensuring DOC achieves excellence as a state agency.

Agency Request Budget

Staffing Impact

Positions	2
FTE	2.00

Revenue Source

General Fund	$434,771
Other Funds	$0

2021-23 Fiscal Impact
The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 109 - Central Support Initiatives

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	434,771	-	-	-	-	-	434,771
Total Revenues	**$434,771**	**-**	**-**	**-**	**-**	**-**	**$434,771**
Personal Services							
Class/Unclass Sal. and Per Diem	243,408	-	-	-	-	-	243,408
Temporary Appointments	-	-	-	-	-	-	-
Overtime Payments	1,022	-	-	-	-	-	1,022
All Other Differential	3,237	-	-	-	-	-	3,237
Empl. Rel. Bd. Assessments	122	-	-	-	-	-	122
Public Employees' Retire Cont	54,561	-	-	-	-	-	54,561
Social Security Taxes	18,947	-	-	-	-	-	18,947
Unemployment Assessments	446	-	-	-	-	-	446
Worker's Comp. Assess. (WCD)	116	-	-	-	-	-	116
Mass Transit Tax	1,486	-	-	-	-	-	1,486
Flexible Benefits	70,368	-	-	-	-	-	70,368
Total Personal Services	**$393,713**	**-**	**-**	**-**	**-**	**-**	**$393,713**
Services & Supplies							
Instate Travel	3,386	-	-	-	-	-	3,386
Employee Training	3,000	-	-	-	-	-	3,000
Office Expenses	15,644	-	-	-	-	-	15,644
Data Processing	4,312	-	-	-	-	-	4,312
Other Services and Supplies	2,614	-	-	-	-	-	2,614
Expendable Prop 250 - 5000	6,562	-	-	-	-	-	6,562

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 109 - Central Support Initiatives

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	5,540	-	-	-	-	-	5,540
Total Services & Supplies	**$41,058**	**-**	**-**	**-**	**-**	**-**	**$41,058**
Total Expenditures							
Total Expenditures	434,771	-	-	-	-	-	434,771
Total Expenditures	**$434,771**	**-**	**-**	**-**	**-**	**-**	**$434,771**
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
1900165	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900166	AAONC0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	02	3,600.00	86,400				86,400
								60,947				60,947
		TOTAL PICS SALARY						243,408				243,408
		TOTAL PICS OPE						142,850				142,850
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			386,258				386,258

Central Administration Division

110 Capital Renewal and Deferred Maintenance

Purpose

Policy Option Package 110 seeks to address the following funding needs:

A. Deferred Maintenance
B. Capital Renewal
C. Statewide Radio Replacement
D. Camera System Upgrades

The resource request specific to Central Administration are Cost of Issuance for XI-Q Bonds for Items B, C, and D.

B. Capital Renewal

The Department of Administrative Services (DAS) recently entered into a contract with the consultant Faithful and 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 in addition to the deferred maintenance needs. According to the assessment, DOC has a current need (through 2018) of $208 million in both Capital Improvement and Renewal and Deferred Maintenance at facilities across the state in order to protect and preserve the state owned buildings and related infrastructure. While DOC received $27 million to address some of these capital needs last biennium, if additional funding is not received the deferred maintenance will continue to grow and escalate and will reach $428 M by the end of 2028.

The resources specific to Item B are $614,309 General Fund, 0 positions, 0.00 FTE.

C. Statewide Radio Replacement

DOC operates and maintains an agency owned wireless communications system for use within each facility that does not provide radio service to other agencies. The systems installed at ten locations have been in operation for fifteen years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition. The current systems vary in design and capabilities. The primary differences in capabilities are due to age and original installation dates.

This package requests $15 million in Capital Construction funds to replace the communications systems at CDC, MCCF, OSCI, OSP, OSPM and SCI in Salem, CRCI in Portland, EOCI in Pendleton, TRCI in Umatilla, and PRCF in Baker City. The six locations in Salem would be consolidated on a multi-site system due to their close proximity, with single site systems installed at the remaining four locations. These replacement systems will meet current and future communications needs for the next 15-20 years. All replacement systems will be standardized and interoperable with the ability to communicate with state and local emergency services first responders.

The resources specific to Item C are $232,687 General Fund, 0 Positions, 0.00 FTE.

D. Camera Systems Upgrades

Camera systems are a critical component to maintaining public safety by holding offenders accountable for their behaviors while incarcerated. They allow staff to safely monitor multiple areas and rapidly respond to fights, assaults, and other criminal activities inside of the institutions in a timely manner preventing additional loss of property, injury or even death. DOC operates and maintains agency owned camera systems at 14 institutions and other facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities made possible by more modern equipment, and additional camera locations.

Ten locations that need camera system upgrades are at the following sites; Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Santiam Correctional Institution (SCI), Shutter Creek Correctional Institution (SCCI), Deer Ridge Correctional Institution (DRCI), Central Distribution Center (CDC), Coffee Creek Correctional Institution (CCCF), Snake River Correctional Institution (SRCI), and South Fork Forrest Camp (SFFC).

The department is tasked with the custody and care of over 14,900 AICs. Many of these AICs are predatory offenders, have a history of violence, have mental health issues, and are younger or older more vulnerable AICs. Cameras are a necessary tool to help manage and keep the staff, visitors, contractors and AIC population safe. Because of this diverse population, there is a growing need for cameras in additional locations. Since video footage is key in holding AICs accountable for violent and assaultive behaviors through due process means, increased storage capabilities at these institutions is also necessary. The outcome of a more robust camera system that uses modern technology including the ability to store more information is a greater ability, to protect vulnerable and mentally challenged AICs and the staff that supervise them, and to be able to readily identify medical emergencies in remote locations.

While the camera systems are currently operational, there is an immediate need to add additional camera locations for the safety and security of the individuals who either reside at or visit these sites. The addition of camera locations requires upgrades and improvements to the current operating systems displayed in the table below:

Project Type	Cost
Cameras, Switches and Equipment	$5,034,115
Cable and Infrastructure	$230,000
Contracted Labor	$3,369,869
Total	**$8,633,804**

The resources specific to Item D are $146,196 General Fund, 0 Positions, 0.00 FTE.

How Achieved

A. Deferred Maintenance

The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. DOC plans to execute work in the following five categories; building envelope, electrical systems, water systems, roofs, and HVAC systems.

White City Structure Demolition

The DOC owned site near White City was selected and purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97. The site was purchased "as-is" and contained several dilapidated farm structures. These structures have been un-used and have continued to deteriorate over the past 20 years. There is significant risk to the state should one of these structures collapse and injure a person. The structures contain both asbestos and lead paint and will need to be demolished and disposed of according to DEQ rules. DOC is requesting $240,000 for the abatement and demolition of the buildings at White City.

10 Year Strategic Master Plan

DOC's facility drivers are largely related to the age of existing structures, and the fact that the built capacity of its institutions have been exceeded through the use of temporary and emergency beds 880 as of March 1, 2018. The department's population has seen significant changes in recent years, most notably the growing geriatric residents. A 10 year strategic master plan would help the department define its strategy and develop long-range goals and make decisions on allocating its resources to pursue this strategy. DOC is requesting $500,000 for the development of a 10 year strategic master plan.

Permanent Staff

DOC does not have sufficient staffing to manage the projects associated with addressing deferred maintenance and the Facility Condition Assessment. We are requesting a total of five positions (FTE) to support the management of these projects. The staff includes one Construction Project Manager 2, one Information Systems Specialist 7, one Electronic Security Technician, one Facility Operation Specialist 2, and one Plumber. DOC is requesting additional staff and S&S to address extensive travel costs in accomplishing projects throughout the state.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,652,635
Electrical System Repairs (FCA Identified)	$87,723
Water System Repairs (FCA Identified)	$591,071
Roofing System Repairs (FCA Identified)	$456,733
HVAC System Repairs (FCA Identified)	$5,268,021
White City Building Demolition	$240,000
10 Year Master Strategic Plan	$500,000
Project Management Position (C3268)	$242,112
Project Management Position (C1487)	$221,340
Project Management Position (C4051)	$205,951
Project Management Position (C4015)	$190,312
Project Management Position (C4005)	$205,951
Additional S&S for Project Management Positions*	$144,353
Total	**$12,006,202**

B. Capital Renewal

Faithful and Gould (Facility Condition Assessment)

The maintenance budgets for DOC facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day per week institutions and related facilities that range from 10 years to 150 years in age. The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. The Faithful and Gould assessment of 16 DOC facilities shows a need in excess of $208 million. DOC is requesting $29,940,691 million for Capital Renewal projects to address items in six categories noted on the Faithful and Gould Facility Condition Assessment.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,430,326
Electrical and Fire System Repairs (FCA Identified)	$1,615,394
Water System Repairs (FCA Identified)	$1,651,082
Roofing System Repairs (FCA Identified)	$12,762,087
HVAC (FCA Identified)	$5,019,150
Fire Systems (FCA Identified)	$650,788
Project Management – 7 Positions *	$5,462,652
TOTAL	**$29,940,691**

*Limited Duration Position authority and funding for project management staff will be required for six years.

Limited Duration Staffing (Facility Condition Assessment)

DOC does not have sufficient staffing to manage the projects associated with the Facility Condition Assessment. We are requesting a total of seven limited duration staff to support the management of these projects. The staff includes two Construction Project Managers, one Contract and Procurement Specialist, one Office Support and three Facility Operation Specialists. DOC is requesting additional limited duration staff.

C. Statewide Radio Replacement

Install complete P25 wireless communications systems at 10 corrections facilities. (P25 or APCO-25 is a suite of standards for digital mobile radio communications designed for use by public safety organizations in North America.) These systems will include all equipment and support structures (antenna, towers and equipment shelters) necessary to provide turnkey operation. Equipment will be procured from State of Oregon contracts in place to support the State Radio Project. The new systems must be installed, commissioned and fully operational prior to deactivating and removing the existing systems. DOC is requesting one limited duration position (C2171) to perform contract oversight and administration for the project.

Reliable wireless communications systems are a critical element in ensuring our ability to protect life, maintain security and provide safety for staff and Adults in Custody. Not funding the replacement of obsolete wireless communications systems at the ten locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, AICs, and the public.

LOCATION	DESIGN AND INSTALLATION COST
Two Rivers Correctional Institution	$2,185,700
Eastern Oregon Correctional Institution	$1,965,475
Oregon State Correctional Institution and Central Distribution Center	$2,922,190
Oregon State Penitentiary and Mill Creek Correctional Facility	$3,214,290
Santiam Correctional Institution and Oregon State Penitentiary Minimum	$2,103,360
Columbia River Correctional Institution	$803,605
Powder River Correctional Facility	$803,605
Project Management – 1 Positions *	$1,024,088
TOTAL	**$15,022,313**

*Limited Duration Position authority and funding for project management staff will be required for six years.

D. Camera Systems Upgrades

If DOC receives the requested funding, additional cameras will be added at strategic locations that have a history of criminal activity and cannot be directly supervised by staff due to minimal staffing levels driven by budget shortfalls. Drug possession and distribution, gambling, assault, extortion, gang activities, arson, sexual activity, assault, and escape are examples of some types of criminal activity that takes place in these unsupervised areas. With the necessary camera systems, staff will be able to monitor and supervise areas that would otherwise go unobserved. With this additional monitoring also comes an opportunity for staff to respond to and stop these types of activities, which prevents additional victimization of vulnerable AICs and assaults on staff. In addition to a better chance at prevention, staff will have the ability to review footage if a crime has been committed and hold the AICs accountable for their actions through a formal administrative review or criminal process, depending on severity of the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

Institution	Camera Equipment, Cable Infrastructure	Contracted Labor	Total
SCI	$105,000	$67,200	$172,200
SCCI	$386,265	$247,209	$633,474
SFFC	$201,996	$129,277	$331,273
OSCI	$150,000	$96,000	$246,000
MCCF	$95,000	$60,800	$155,800
DRCI	$125,000	$80,000	$205,000
CCCF	$400,854	$256,546	$657,400
CDC	$150,000	$96,000	$246,000

SRCI	$1,875,000	$1,200,000	$3,075,000
OSP	$1,775,000	$1,136,657	$2,911,657
TOTAL	**$5,264,115**	**$3,369,689**	**$8,633,804**

Quantifying Results

A. Deferred Maintenance

DOC will quantify results by tracking percent of variance of expended funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

B. Capital Renewal

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

C. Statewide Radio Replacement

DOC will quantify results by tracking total number of functioning hand held radios at each site compared to the actual need of hand held radios at each of the radio sites. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure.

D. Camera Systems Upgrades

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Process Measure. DOC will quantify the successful addition of cameras by tracking the percentage of incidents that can be successfully investigated using the additional video surveillance.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Funds	$0
Other Funds	$933,192

2021-23 Fiscal Impact

Adjustments made in this package are one-time costs of issuance expenses that will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Capital Renewal & Deferred Maintenance

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Obligation Bonds	-	-	993,192	-	-	-	993,192
Total Revenues	**-**	**-**	**$993,192**	**-**	**-**	**-**	**$993,192**
Services & Supplies							
Other COP Costs	-	-	993,192	-	-	-	993,192
Total Services & Supplies	**-**	**-**	**$993,192**	**-**	**-**	**-**	**$993,192**
Total Expenditures							
Total Expenditures	-	-	993,192	-	-	-	993,192
Total Expenditures	**-**	**-**	**$993,192**	**-**	**-**	**-**	**$993,192**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Central Administration Division

113 Other Funds Position Creation

Purpose
Establish Other Fund positions to guide, monitor and control the activities that produce Other Funds revenue from various agency activities. The Department of Corrections (DOC) is engaged in various activities that produce Other Funds revenue. As programs have grown, efforts to guide, monitor and control them has produced an increasing workload that has been historically handled as a collateral duty, through the use of double fills, or has simply not been accomplished. Through this Policy Option Package (POP), DOC requests positions to be established in three areas that have a reliable revenue stream which will fund the positions.

Policy Option Package 113 seeks to address the following:

A. Inmate Communications System
B. Work Crew Officers
C. AIC Revenue Generating Support

The resources being requested for the Chief Financial Officer are in item C.

C. AIC Revenue Generation Support

Statewide, institutions facilitate numerous programs that have an adult in custody (AIC) revenue generation component. These work programs function as small businesses that require collaboration between program managers and various staff to manage the operational demands and financial aspects associated with producing and selling products to AICs and outside entities.

While the department is guided by the Oregon Constitution, Oregon Revised Statutes, Oregon Administrative Rules, and agency policies frame up how these programs operate, there has never been a dedicated accountant to provide auditing support and agency assistance through regulatory compliance and systems support for this area of agency finance. It is the intent of the department that these programs, specifically cottage industries, Learning Entrepreneurship Arts and Production (LEAP) activities, and AIC clubs operate within the scope of statute, with fiducial accuracy, transparency and efficiency. DOC requests position authority for one Other Funds Accountant II position (1 FTE) as well as service and supply funds to administer AIC revenue generating activities.

The resources requested specifically for Item C are $206,617 Other Funds, one position, and 1.00 FTE.

How Achieved

C. AIC Revenue Generation Support

A dedicated Accountant II, working within the AIC Revenue Generation fiscal unit, will provide financial guidance and accountability to programs. The body of work associated with ensuring the financial stability of the Inmate Welfare Fund (IWF) activity accounts, and other accounts held in trust, is vital. This role will provide reporting information to front-line managers, will focus exclusively on Other Funds revenue, and insure that financial activity that combines General Fund and Other Funds components are properly accounted for and the funds managed appropriately.

Quantifying Results

C. AIC Revenue Generation Support

The overall goal of the AIC Revenue Generation unit is to provide support to programs that involve Other Funds revenue across a wide variety of activities. Efficiencies can be gained and quantified by evaluating processes and tracking the flow of revenue sources against expenditures to determine which programs are self-sustaining and which are not. These AIC revenue generating activities are critical to Measure 17 compliance (providing work opportunities to AICs), and more closely, auditing the revenues generated across a complex set of small businesses provides the confidence necessary for program growth.

Agency Request Budget

Staffing Impact

Positions	1
FTE	1.00

Revenue Source

General Fund	$0
Other Funds	$206,617

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Any start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 113 - Other Funds Position Creation

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							
Charges for Services	-	-	206,617	-	-	-	206,617
Total Revenues	**-**	**-**	**$206,617**	**-**	**-**	**-**	**$206,617**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	113,592	-	-	-	113,592
Overtime Payments	-	-	477	-	-	-	477
All Other Differential	-	-	1,511	-	-	-	1,511
Empl. Rel. Bd. Assessments	-	-	61	-	-	-	61
Public Employees' Retire Cont	-	-	25,462	-	-	-	25,462
Social Security Taxes	-	-	8,842	-	-	-	8,842
Unemployment Assessments	-	-	208	-	-	-	208
Worker's Comp. Assess. (WCD)	-	-	58	-	-	-	58
Mass Transit Tax	-	-	693	-	-	-	693
Flexible Benefits	-	-	35,184	-	-	-	35,184
Total Personal Services	**-**	**-**	**$186,088**	**-**	**-**	**-**	**$186,088**
Services & Supplies							
Instate Travel	-	-	1,693	-	-	-	1,693
Employee Training	-	-	1,500	-	-	-	1,500
Office Expenses	-	-	7,822	-	-	-	7,822
Data Processing	-	-	2,156	-	-	-	2,156
Other Services and Supplies	-	-	1,307	-	-	-	1,307
Expendable Prop 250 - 5000	-	-	3,281	-	-	-	3,281

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 113 - Other Funds Position Creation

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	-	-	2,770	-	-	-	2,770
Total Services & Supplies	**-**	**-**	**$20,529**	**-**	**-**	**-**	**$20,529**
Total Expenditures							
Total Expenditures	-	-	206,617	-	-	-	206,617
Total Expenditures	**-**	**-**	**$206,617**	**-**	**-**	**-**	**$206,617**
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
1900186	AAONC1216	AP ACCOUNTANT 2	1	1.00	24.00	02	4,733.00		113,592			113,592
									69,017			69,017
		TOTAL PICS SALARY							113,592			113,592
		TOTAL PICS OPE							69,017			69,017
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00				182,609			182,609

Central Administration Division

114 Payroll Cost Savings

Purpose
The Department of Corrections (DOC) is requesting new General Fund positions to address operational and classification inconsistencies within the work performed by the Payroll Unit of the agency.

After settling an AFSCME grievance filed by the Payroll Unit for DOC, it was determined that the way the agency has traditionally structured the work across the 14 correctional institutions and offsite non-security operations resulted in technical staff doing analysis work outside of their classification. DOC placed payroll technicians at each institution, who in turn perform all of the work needed at each location. Over time, a portion of that work has moved beyond the technical tasks involved with paying employees, and more into analysis of insurance issues, benefits coordination, and unique cross-functional activities that were not managed centrally.

DOC recognizes that in an agency with as many differentials, special payments, unique insurance, benefit challenges, and cross-functional work that occurs between the Operations Division, Health Services Unit, Offender Management and Rehabilitation Division, and Administrative Services Division, as well as 14 individual institutions that each include more employees than many small agencies, the analytical work that has traditionally been assigned to payroll technicians is inappropriate and should be centralized to appropriately classify the work and provide consistent services to the entire agency.

How Achieved
DOC is hoping to address this analysis and cross-functional work by establishing two new Operations and Policy Analyst 1's. These new General Funded positions will take on work more appropriately assigned to a higher classification than what we have asked our payroll technicians to do in the past. DOC's current structure resulted in a recent financial settlement with the Payroll Unit. The addition of these positions fulfills a commitment made by DOC and the DAS Chief Human Resources Office to our staff.

The model we are requesting mirrors how other large agencies deal with similar issues, and aligns with the DAS Payroll Unit's approach to completing this analytical work with non-technicians while keeping the positions assigned within the financial division of their agency.

Quantifying Results
The creation of the two new Operations and Policy Analyst 1's will prevent the agency from asking employees to work outside of their classification, which will result in fewer grievances, and fewer financial settlements. The operational benefits will align employee skill sets with the work the agency needs completed. Without these new positions, the agency faces assigning work incorrectly while underserving the entire agency workforce related to the myriad of intricate payroll challenges that arise daily.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	2
FTE	2.00

Revenue Source

General Fund	$413,235
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs would become part of the 2021-23 base budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 114 - Payroll Cost Savings

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	413,235	-	-	-	-	-	413,235
Total Revenues	**$413,235**	**-**	**-**	**-**	**-**	**-**	**$413,235**
Personal Services							
Class/Unclass Sal. and Per Diem	227,184	-	-	-	-	-	227,184
Overtime Payments	954	-	-	-	-	-	954
All Other Differential	3,022	-	-	-	-	-	3,022
Empl. Rel. Bd. Assessments	122	-	-	-	-	-	122
Public Employees' Retire Cont	50,924	-	-	-	-	-	50,924
Social Security Taxes	17,684	-	-	-	-	-	17,684
Unemployment Assessments	416	-	-	-	-	-	416
Worker's Comp. Assess. (WCD)	116	-	-	-	-	-	116
Mass Transit Tax	1,387	-	-	-	-	-	1,387
Flexible Benefits	70,368	-	-	-	-	-	70,368
Total Personal Services	**$372,177**	**-**	**-**	**-**	**-**	**-**	**$372,177**
Services & Supplies							
Instate Travel	3,386	-	-	-	-	-	3,386
Employee Training	3,000	-	-	-	-	-	3,000
Office Expenses	15,644	-	-	-	-	-	15,644
Data Processing	4,312	-	-	-	-	-	4,312
Other Services and Supplies	2,614	-	-	-	-	-	2,614
Expendable Prop 250 - 5000	6,562	-	-	-	-	-	6,562

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 114 - Payroll Cost Savings

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	5,540	-	-	-	-	-	5,540
Total Services & Supplies	**$41,058**	**-**	**-**	**-**	**-**	**-**	**$41,058**
Total Expenditures							
Total Expenditures	413,235	-	-	-	-	-	413,235
Total Expenditures	**$413,235**	**-**	**-**	**-**	**-**	**-**	**$413,235**
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
1900187	AAONC0870	AP OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900188	AAONC0870	AP OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
		TOTAL PICS SALARY						227,184				227,184
		TOTAL PICS OPE						138,034				138,034
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			365,218				365,218

Central Administration Division

124 Opioid Overdose Prevention

Purpose
This policy option package seeks to upgrade security practices through the use of technology and treatment to address opioid drug addiction as a public health crisis and limit staff and AIC exposure to dangerous controlled substances. The items listed below will improve staff safety, provide better security, and reduce the amount of drugs and other contraband coming into DOC institutions.

A. Mail Scanners
B. Raman Spectrometer (Tru-Narc) – Handheld Narcotics Analyzer
C. Drug Detecting K9s and Handler Program
D. Body Scanners
E. Medically Assisted Treatment

Four policy and program areas have been identified for this package request. The resources being requested for the Central Administration Division are specific to Items B and C.

B. Raman Spectrometer (Tru-Narc) – Handheld Narcotics Analyzer

Field testing suspected controlled substances poses a significant risk to staff who may be exposed to an illicit substance in order to test it. Police agencies across the country are moving away from field testing personal use amounts of suspected controlled substances to avert the risk of death or serious physical injury to an individual or avert a substantial public health risk due to the rising concern of accidental exposure to a deadly substance due to handling. The move away from field testing is solely about staff safety. The concern and risk associated with staff safety is equally concerning for DOC as it is for local patrol officers.

The Raman Spectrometer (Tru-Narc) is a device which has the ability to perform positive testing of suspected controlled substances in the field without removing most substances from their packaging, thereby lessening the likelihood of accidental exposure to a potentially deadly substance due to handling.

The potential for staff exposure to illicit substances found inside the facilities is a daily danger. Staff currently use Narcotic ID Kits (NIK) that, while useful, still allow for unnecessary contact and transfer of suspected substances from the source to the test kit. The NIK requires an initial test to determine if the substance is a controlled substance, and then at least one more test to determine what the specific controlled substance is.

Unlike the ViroVision Mail Scanner, which is a stationary system, the Tru-Narc device is portable and used to presumptively identify substances that have been discovered or found by staff in a variety of areas in an institution or work crew sites, with minimal handling. The Tru-Narc device is also able to identify organic material (i.e. marijuana).

The department is recommending the purchase of six of these devices, to be controlled by the Special Investigations Unit (SIU) in the Office of the Inspector General. These devices would be staged throughout the state so they can be used as needed, to test suspected substances where they are found. The TruNarc is small and portable, allowing SIU staff to take them to any location as needed. DOC's current practice is to put suspected controlled substances into evidence lockers until SIU can confirm if it is actually a controlled substance. Institution staff typically, test the substance first using the aforementioned NIK. However, as they are not experts in field testing, SIU is needed to confirm, thereby exposing institution staff and SIU staff to these substances. The Tru-Narc will allow us to test these substances without having to open the package, resulting in fewer staff being exposed.

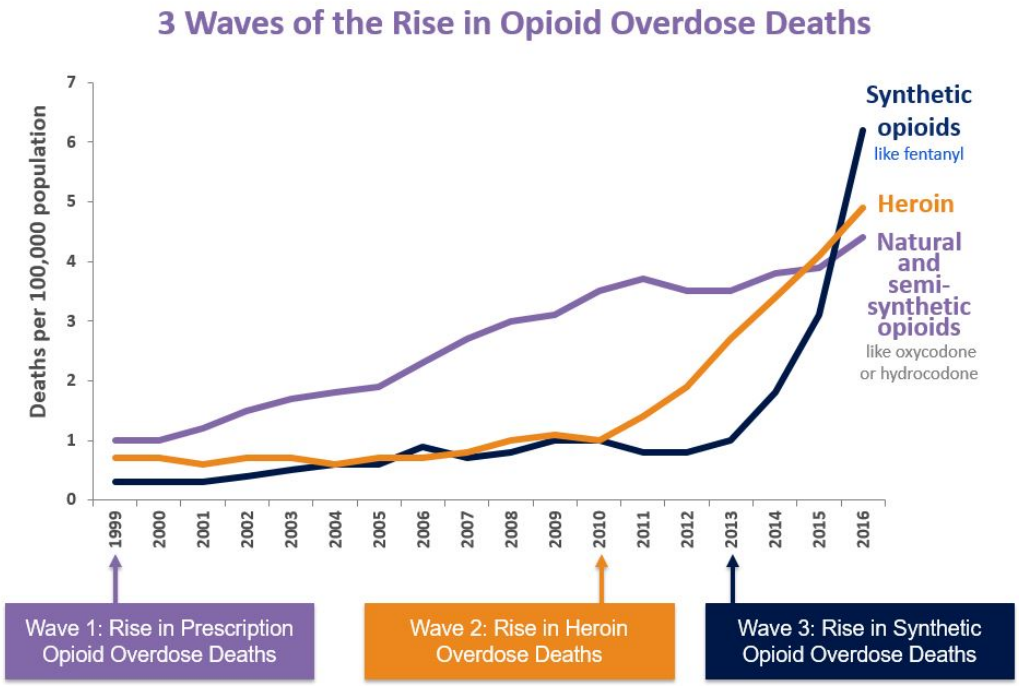
These units are available at the GSA price of $145,614 for six units with a four-year warranty. Training is a small additional charge offered at $2,639. Current pricing for the equipment and training is $148,253.

The resources requested specifically for Item B are $145,614 General Fund, 0 Positions, 0.00 FTE.

C. Drug Detecting K-9s and Handler Program

DOC has established a Comprehensive Drug Policy Task Force to bring forward policy recommendations to combat the drug problem in this country and prisons through a comprehensive platform that addresses prevention/interdiction, treatment, and enforcement/accountability. This three pronged approach seeks to upgrade security practices through the use of technology and treatment that will address opioid drug addiction as a public health crisis and limit staff and AIC exposure to dangerous controlled substances. DOC seeks to purchase new technology and implement a K9 program to provide better security and reduce the amount of drugs and other contraband coming into institutions. These additions to DOC's enhanced interdiction would also significantly limit the possibility of staff and AIC exposure to dangerous substances.

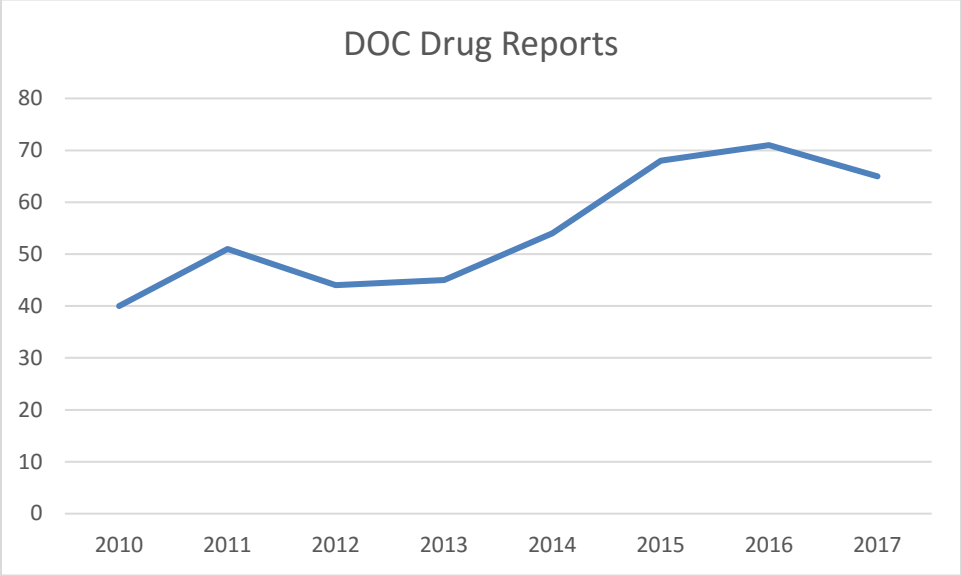
Centers for Disease Control and Prevention have outlined the growing opioid epidemic in the United States. Around 66 percent of the more than 63,600 drug overdose deaths in 2016 involved an opioid. In 2016, the number of overdose deaths involving opioids (including prescription opioids like heroin and illicitly manufactured fentanyl) was five times higher than in 1999. On average, 115 Americans die every day from an opioid overdose. A relative newcomer to the battle against dangerous substances, Fentanyl is 30 to 50 times more potent than heroin, just two milligrams is considered to be a deadly dose. It only takes a small amount of fentanyl inhaled through the nose or mouth and absorbed by mucous membranes to cause severe adverse reactions.



SOURCE: National Vital Statistics System Mortality File.

According to Northpoint Recovery, a local drug and alcohol treatment center, illicit drug use in Oregon exceeds the national average, per capita. Oregon is ranked number four in the U.S. for the rate of drug use in the past month, ages 12 and over (2012 and 2013). Drug abuse in Oregon is roughly the same across all age categories. Of Oregon's prison population, 23 percent of AICs are incarcerated because of drug offenses, 5 percent solely for a drug charge and 18 percent for a combination drug/other offense. The majority of felony drug convictions in Oregon were due to delivery (87 percent), possession (11 percent), and manufacturing (2 percent).

This epidemic has not bypassed the DOC. The majority of Unusual Incident Reports for contraband involve drugs. The trend for the type of drugs that have been seized has been very similar to what the graph above showed nationally.



Traditional methods of conducting area searches, clothed and unclothed searches, and utilizing metal detectors have not been sufficient to curb the increase in drug use that has been seen nationally, in Oregon and in DOC institutions. Utilizing modern technology would allow officers to better detect drugs being brought into the facility while at the same time limiting their own exposure to contact with these substances.

How Achieved

A. Drug Detecting K9s and Handler Program

Drug detection dogs have been shown to be a significant deterrent to those who might try to smuggle or hide drugs in a secure environment. A study completed in a neighboring state's correctional system looked at the effectiveness of K9s in reducing drug possession and drug usage by way of urine analysis (UA) results. Although the actual number of K9 detection finds was relatively low, the positive UA results within the AIC population dropped by 25 percent over traditional searching and random UA testing. The value in the deterrence factor that K9s bring to a correctional setting cannot be overstated. In addition to the deterrent factor, K9s also are many times more likely to locate illicit substances than a human searching the same area. A drug detection dog can search an area at least ten times more efficiently that a human. K9 drug detection searches are completed with substantial efficiencies over their human counterparts, with fewer injuries and exposure to harmful substances.

Developing a K9 program will require purchasing trained drug detection dogs and vehicles to transport them in. Based on the current investigative case load and staffing levels of SIU, to make this program successful and cost-effective, it will also require hiring additional Inspector 2s as handlers. Inspector 2s are the primary inspectors that investigate AIC misconduct and contraband related offenses. The additional Inspector 2s will allow SIU to ensure the dogs are being utilized as efficiently as possible while maintaining current caseload levels, as well as the subsequent investigation that arises from a contraband find by way of the K9.

DOC can purchase fully trained drug detection canines or adopt rescue animals from local shelters. Rescue animals will require substantial training by way of the handler and dog. Additionally, we will need to hire additional Inspectors to take on the role of dog handler.

The estimated cost to bring on the K9 program and to support our current workload and staffing levels, is approximately $1.2 million. This number is based on the cost of buying four trained dogs, hiring an additional four Inspector 2s to handle them, and purchasing or leasing four used vehicles to transport the animals. It is possible to train rescue dogs, which would bring down the cost of the animal itself down, but the cost to train the rescue dogs would result in similar overall costs. The added component of having to train rescue dogs would delay implementation of the program.

The resources requested specifically for Item C are $1,200,000 General Fund, 4 positions, 4.00 FTE.

Quantifying Results

If the policy option package is approved, the agency expects a significant drop in the number of drugs being brought into state institutions and a significant increase in illicit drug contraband finds within our institutions. Both expected results will have a direct impact on the safety and security of AICs, staff, contractors, and the community. We know that contraband, in the form of illicit drugs introduced into secure correctional facilities are used for purposes that are in direct conflict with correctional rehabilitation. This conflict includes reduced programming success, furtherance of substance addiction, extortion, illegal trade and bartering, staff and AIC assaults, murder, and increased AIC healthcare cost. The results will be measured in the Offender Management System by the number of Unusual Incident Reports for contraband drugs found within the facilities. Additionally, the use of technology will enable a multifaceted enhanced drug interdiction approach (body scanners, mail scanners, increased urine tests, reinstatement of K9 detection, and intelligence sharing) that was recently studied in California's prisons. The quasi-experimental study of institutions in which enhanced interdiction efforts were used saw a 20-25 percent reduction in overall urine drug test failures. The new technology and K9 program will be components of an overall enhanced interdiction effort which would be evaluated in a manner similar to the California study.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	4
FTE	4.00

Revenue Source

General Fund	$1,345,614
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 124 - Opioid Overdose Prevention

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Revenues							
General Fund Appropriation	1,345,614	-	-	-	-	-	1,345,614
Total Revenues	**$1,345,614**	**-**	**-**	**-**	**-**	**-**	**$1,345,614**
Personal Services							
Class/Unclass Sal. and Per Diem	523,200	-	-	-	-	-	523,200
Overtime Payments	2,197	-	-	-	-	-	2,197
All Other Differential	6,959	-	-	-	-	-	6,959
Empl. Rel. Bd. Assessments	244	-	-	-	-	-	244
Public Employees' Retire Cont	117,277	-	-	-	-	-	117,277
Social Security Taxes	40,724	-	-	-	-	-	40,724
Unemployment Assessments	958	-	-	-	-	-	958
Worker's Comp. Assess. (WCD)	232	-	-	-	-	-	232
Mass Transit Tax	3,194	-	-	-	-	-	3,194
Flexible Benefits	140,736	-	-	-	-	-	140,736
Total Personal Services	**$835,721**	**-**	**-**	**-**	**-**	**-**	**$835,721**
Services & Supplies							
Instate Travel	6,772	-	-	-	-	-	6,772
Employee Training	6,000	-	-	-	-	-	6,000
Office Expenses	31,288	-	-	-	-	-	31,288
Data Processing	8,624	-	-	-	-	-	8,624
Agency Program Related S and S	282,163	-	-	-	-	-	282,163
Other Services and Supplies	5,228	-	-	-	-	-	5,228
Expendable Prop 250 - 5000	13,124	-	-	-	-	-	13,124

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 124 - Opioid Overdose Prevention

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

Description	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other Funds	Nonlimited Federal Funds	All Funds
Services & Supplies							
IT Expendable Property	11,080	-	-	-	-	-	11,080
Total Services & Supplies	**$364,279**	**-**	**-**	**-**	**-**	**-**	**$364,279**
Capital Outlay							
Technical Equipment	145,614	-	-	-	-	-	145,614
Total Capital Outlay	**$145,614**	**-**	**-**	**-**	**-**	**-**	**$145,614**
Total Expenditures							
Total Expenditures	1,345,614	-	-	-	-	-	1,345,614
Total Expenditures	**$1,345,614**	**-**	**-**	**-**	**-**	**-**	**$1,345,614**
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
1900335	AAONC5238	AP DEPT/CORRECTIONS INSPECTOR 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
1900336	AAONC5238	AP DEPT/CORRECTIONS INSPECTOR 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
1900337	AAONC5238	AP DEPT/CORRECTIONS INSPECTOR 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
1900338	AAONC5238	AP DEPT/CORRECTIONS INSPECTOR 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
		TOTAL PICS SALARY						523,200				523,200
		TOTAL PICS OPE						296,496				296,496
		TOTAL PICS PERSONAL SERVICES =	4	4.00	96.00			819,696				819,696

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Social Security Administration incentive funds	Other	0355	$149,000	$39,233	$39,233	**$48,276**	$0	$0
ID card replacements, Witness Fees, copier revenue	Other	0410	765,460	2,174	2,174	**210,093**	0	0
Inmate Restitution for property damage	Other	0505	34,620	609	609	**2,725**	0	0
General Fund Obligation Bonds	Other	0555	37,807	0	0	**2,153,192**	0	0
Refinancing Debt	Other	0575	81,739	0	0	0	0	0
Legal records requests revenue, surplus property sales	Other	0705	101,201	13,368	13,368	**15,659**	0	0
Loan Repayments	Other	0925	0	10,873	10,873	0		
Victim restitution allocations, travel reimbursements, and transfer of Inmate Welfare Funds between programs	Other	0975	883,729	2,823,599	2,823,599	**615,135**	0	0

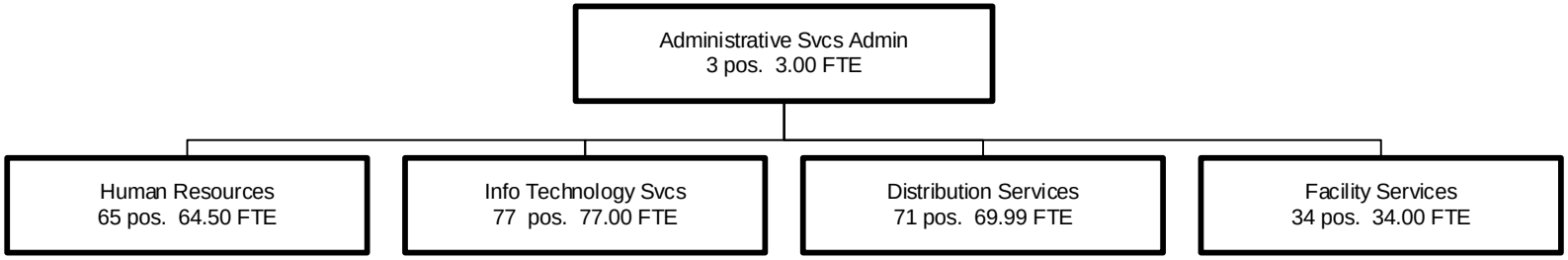
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Federal Funds from the State Criminal Alien Assistance Program (SCAAP), Prison Rape Elimination Act (PREA) and Federal grant for inmate educational programs	Federal	0995	704,128	1,065,807	1,065,807	**1,039,222**	0	0
Movement of IWF revenues between organizational units	Other	1010	209,106	81,723	81,723	**87,967**	0	0
Transfer of IWF revenues between organizational units	Other	2010	(580,848)	(1,438,365)	(1,438,365)	**(1,548,265)**	0	0

OREGON DEPARTMENT OF CORRECTIONS

Administrative Services Division Organizational Chart

2017-19 Legislatively Approved Budget

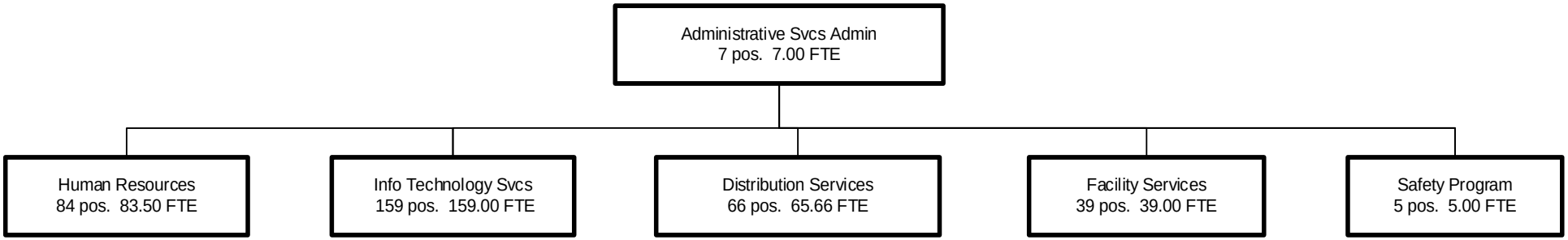


Total Positions: 250
FTE: 248.49

OREGON DEPARTMENT OF CORRECTIONS

Administrative Services Division Organizational Chart

2019-21 Agency Request Budget



Total Positions: 360
FTE: 359.16

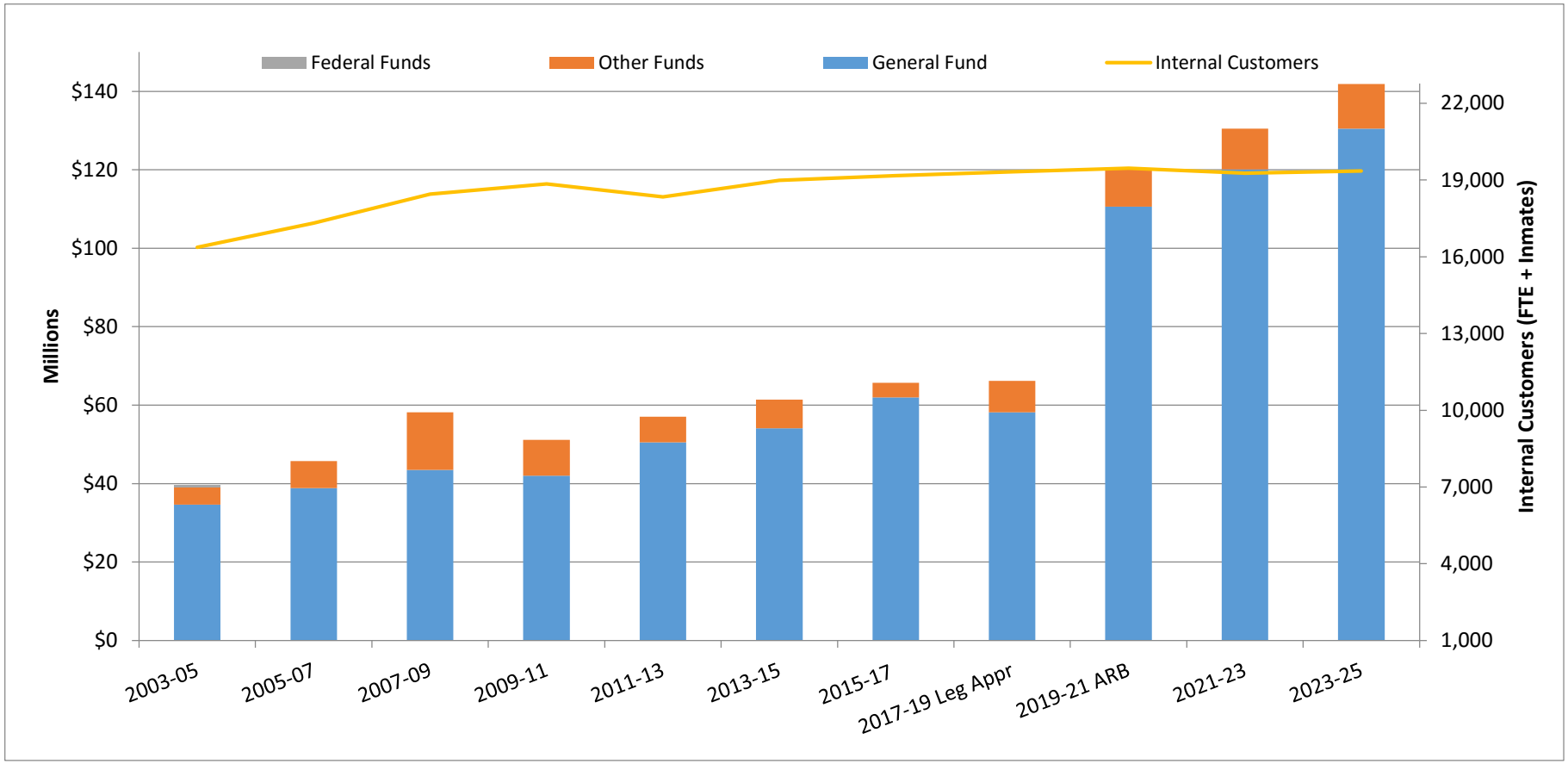
Administrative Services Division

Program Unit Executive Summary

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

b. Primary Program Contact: Jim Paul, Assistant Director for Administrative Services Division

c. Total Funds Budget



d. Program Overview

This division provides services that are fundamental to day-to-day DOC operations in three key areas: Information Technology Services, Facilities Services, and Warehouse and Distribution Services. These services are provided directly to employees, AICs, volunteers, community corrections, and other partner agencies.

e. Program Funding Request

This program is requesting $110,617,850 General Fund to provide key services that are fundamental to day-to-day DOC operations in three vital areas: Information Technology Services, Facilities Services, and Warehouse and Distribution Services. This request includes funding for ten Policy Option Packages, which are described in detail later in this document. Estimated costs for 2021-23 are $120,096,561 and $130,490,113 for 2023-25.

f. Program Description

The Administrative Services Division is responsible for the delivery of services that support DOC daily operations. These services include providing access to information, 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 Administrative Services is impacted by changes in the AIC 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 security mandates, and to ensure business continuity across all sections of this program and DOC. These costs cannot be covered within the current budget.

The Administrative Services Division includes three primary program sub-units – Information Technology Services, Facilities Services, and Warehouse and Distribution Services – all of which are under the management of Administrative Services Administration.

g. Program Justification and Link to Long-Term Outcomes

Administrative Services supports DOC's success in keeping AICs securely incarcerated for the duration of their sentence, which plays a key role in keeping Oregonians healthy and safe. Administrative Services provides the direct support of daily operations needed for institutions to function safely and securely. Through the use of the Oregon Accountability Model, Administrative Services staff support AICs successful transition to society and reduce the likelihood of committing future crime.

h. Program Performance

The Administrative Services Division monitors performance through the agency's scorecard.

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.

Fiscal Services also has specific mandates and authorizations for fiscal functions include 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 AICs 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 AICs 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 AIC activities, programs, and education.

j. Describe the various funding streams that support the program

The majority of the Administrative 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:

- Article XI-Q 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 Administrative Services;
- CDC Sales and Rentals: Revenue from recycling efforts and lease agreements with other state agencies, authorized for use in partially maintaining host facility; and

- Property Sales and Rentals: Revenue from property sales and property lease agreements, authorized for use in maintaining property.

k. Describe how the 2019-21 funding proposal compares to the program authorized for the agency in 2017-19

In the 2019-21 biennium, the Administrative Services division will continue to provide critical services that are fundamental to day-to-day DOC operations in four vital areas: Information Technology Services, Facilities Services, and Warehouse and Distribution Services.

- Policy Package 101c – Norway Best Practices. This package component seeks to invest in staff training with a focus on leadership and manager skill building and continuing education for security staff to promote safety and long-term effectiveness.

- Policy Package 106b – IT Systems Sustainability. This package component seek to fund PC lifecycle replacement at 20% of total per biennium to meet the statewide policy 107-004-010 compliance of five year replacement.

- Policy Package 106c – IT Systems Sustainability. This package component seeks additional enterprise software to meet current policies and provide forward mobility with server centric application and workforce mobile technology transformation.

- Policy Package 107 – Corrections Information System Rebuild. This package seeks to assess the viability of integrating and standardizing DOC's core computer systems in preparation for Stage Gate on a fundamental rebuild of Correction's Information System (CIS) and to provide an interim overlay system solution while moving through Stage Gate.

- Policy Package 108a – DOC Intranet. This package component seeks to develop and deploy an enterprise-wide Communications and Collaboration Portal (CCP) – intranet to support strategies improving business communications and processes within the agency.

- Policy Package 109a – Central Support Initiatives. This package component seeks to establish a Wellness Coordination position in combination with a commitment to proper staffing levels and investment in health programs to demonstrate the agency's commitment to achieve staff wellness across the organization.

- Policy Package 109c – Central Support Initiatives. This package component seeks to create the foundation of an Office of Diversity, Equity and Inclusion (DEI) as a foundational step to build statewide, cross-facility consistency, messaging and training in the area of DEI.

- Policy Package 109d – Central Support Initiatives. This package component seeks to create and maintain an appropriate natural resource conservation program meeting the requirements of the State's Sustainability and Energy Conservation policies.

- Policy Package 110a – Capital Renewal and Deferred Maintenance. This package component seeks funding to address issues that do not meet the capitalization requirements and address work in the following categories; building envelope, electrical systems, water systems, roofs, underground infrastructure, and additional staffing to manage this increased workload.

- Policy Package 113a – Other Funds Position Creation. This package component seeks to create positions funded by existing other fund revenue stream to establish a permanent program office to manage and facilitate the AIC communication system.

- Policy Package 116 – IT Services Staffing. This package seeks to align Department of Correction's IT staffing levels to meet critical and increasing demands for essential technology services and compliance in critical service areas as identified in the strategic services roadmap.

- Policy Package 117 – Human Resource Staffing. This package requests to establish positions for the purpose of reduction the amount of time an investigation takes to complete, allow human resource policy discussions to be held with non-investigative staff, and to conduct background investigations to reduce overtime and allow improved, more consistent background investigations.

- Policy Package 119 – Safety & Fire Compliance. This package seeks staffing to manage thousands of non-employee service providers to ensure compliance with state and federal standards for prison access as well as to improve customer service for our critical community partners and for staffing agency safety to oversee statewide Department of Correction's safety, Occupational Safety and Health Administration (OSHA) and other regulatory requirements.

Program Unit Narrative

Administrative Services Division provides centralized support services to all levels of the department through Information Technology Services, Facility Services, and Warehouse and Distribution Services. The following is an overview of each subunit.

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 AIC management (sentencing, security threat management, and case management), AIC programming (work assignments and education), and key business functions (budget,

finance, and operational metrics). These systems are utilized by employees, AICs, 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 data sharing 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 such as the implementation of EHR. These are described in detail later in this document.

Facilities Services

Facilities Services is responsible for the administration of repair and maintenance programs for existing institutions and all DOC work sites. 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, and 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.

Distribution Services

Warehouse and Distribution Services provides the primary logistical support for the operation of correctional facilities. This includes management of a 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 AICs in the form of meals, clothing, hygiene, and sanitation. This section also manages AIC commissary programs, which are statutorily mandated and whose proceeds go to the Inmate Welfare Fund. In sustainability efforts, the Central Distribution Center's Recycling Center recycles material from all 14 DOC institutions that generate revenue. The re-use section repurposes items that might otherwise end up in the waste stream.

Proposed New Laws That Apply to the Program Unit

One of the agency's 13 legislative concepts for the 2017 session falls under the leadership of the Administrative Services Division:

- LC 29100/002 would repeal statute that grants authority to and requires DOC to provide training for basic certification of corrections officers employed by DOC.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	**Position/ FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Facilities	39 / 39.00		$22,801,663	$1,274,526	$0	$24,076,189
Distribution	66 / 65.66		$9,326,876	$8,051,247	$0	$17,378,123
Information Technology	159 / 159.00		$50,042,935	$161,623	$0	$50,204,558
Human Resources	89 / 88.50		$26,638,682	$5,544	$0	$26,644,226
Admin Services Administration	7 / 7.00		$1,807,694	$19,798	$0	$1,827,492
Program Unit Total	360 / 359.16		$110,617,850	$9,512,738	$0	$120,130,588

Revenue Sources

The Administrative Services Division collects Other Funds revenue from a variety of sources including the rental of space to Oregon Youth Authority (OYA) for distribution of goods, cell phone tower agreements, energy conservation/recycling center activity, and property sales.

Administrative 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 2017-19 Base Budget by the standard inflation factor of 3.8%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$490,692
Other Funds	$249,914

2021-23 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 2021-23, 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: Administrative 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	490,692	-	-	-	-	-	490,692
Total Revenues	**$490,692**	**-**	**-**	**-**	**-**	**-**	**$490,692**
Personal Services							
Temporary Appointments	1,246	-	-	-	-	-	1,246
Overtime Payments	18,429	-	2,011	-	-	-	20,440
Shift Differential	-	-	-	-	-	-	-
All Other Differential	17,861	-	6,672	-	-	-	24,533
Public Employees' Retire Cont	7,995	-	1,911	-	-	-	9,906
Pension Obligation Bond	76,803	-	17,112	-	-	-	93,915
Social Security Taxes	2,871	-	663	-	-	-	3,534
Unemployment Assessments	529	-	3	-	-	-	532
Mass Transit Tax	19,495	-	2,401	-	-	-	21,896
Vacancy Savings	345,463	-	219,141	-	-	-	564,604
Total Personal Services	**$490,692**	**-**	**$249,914**	**-**	**-**	**-**	**$740,606**
Capital Outlay							
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	490,692	-	249,914	-	-	-	740,606
Total Expenditures	**$490,692**	**-**	**$249,914**	**-**	**-**	**-**	**$740,606**

Corrections, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

Cross Reference Name: Administrative 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
Ending Balance							
Ending Balance	-	-	(249,914)	-	-	-	(249,914)
Total Ending Balance	**-**	**-**	**($249,914)**	**-**	**-**	**-**	**($249,914)**

Administrative 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 2017-19 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2017-19 budget.

How Achieved
This package phases out one-time General Fund OSP BHU construction funding included in the 2017-19 LAB Current Service Level. In addition, this package phases out one-time General Fund TAG Enhancement (SB 844) funding approved in 2017-19 LAB POP 813.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	($773,770)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

Cross Reference Name: Administrative 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	(773,770)	-	-	-	-	-	(773,770)
Total Revenues	**($773,770)**	**-**	**-**	**-**	**-**	**-**	**($773,770)**
Capital Outlay							
Other Capital Outlay	(773,770)	-	-	-	-	-	(773,770)
Total Capital Outlay	**($773,770)**	**-**	**-**	**-**	**-**	**-**	**($773,770)**
Total Expenditures							
Total Expenditures	(773,770)	-	-	-	-	-	(773,770)
Total Expenditures	**($773,770)**	**-**	**-**	**-**	**-**	**-**	**($773,770)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative 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 2019-21, inflation factors are 3.8% for standard inflation, 4.2% for Professional Services, 20.14% for Attorney General charges, 3.8% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2019-21 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	$377,190
Other Funds	$66,141
Federal Funds	$0

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative 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	377,190	-	-	-	-	-	377,190
Total Revenues	**$377,190**	**-**	**-**	**-**	**-**	**-**	**$377,190**
Services & Supplies							
Instate Travel	10,770	-	1,001	-	-	-	11,771
Out of State Travel	192	-	-	-	-	-	192
Employee Training	8,389	-	42	-	-	-	8,431
Office Expenses	4,481	-	4,504	-	-	-	8,985
Telecommunications	77,437	-	-	-	-	-	77,437
Data Processing	32,268	-	358	-	-	-	32,626
Publicity and Publications	171	-	-	-	-	-	171
Professional Services	19,752	-	-	-	-	-	19,752
Attorney General	137,375	-	487	-	-	-	137,862
Employee Recruitment and Develop	501	-	-	-	-	-	501
Dues and Subscriptions	375	-	21	-	-	-	396
Fuels and Utilities	27,170	-	4,780	-	-	-	31,950
Facilities Maintenance	31,698	-	13,947	-	-	-	45,645
Food and Kitchen Supplies	189	-	19,050	-	-	-	19,239
Medical Services and Supplies	79	-	-	-	-	-	79
Other Care of Residents and Patients	1,331	-	3,031	-	-	-	4,362
Other Services and Supplies	12,476	-	17,967	-	-	-	30,443
Expendable Prop 250 - 5000	1,392	-	413	-	-	-	1,805

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard Inflation

Cross Reference Name: Administrative 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	1	-	540	-	-	-	541
Total Services & Supplies	**$366,047**	**-**	**$66,141**	**-**	**-**	**-**	**$432,188**
Capital Outlay							
Telecommunications Equipment	2,700	-	-	-	-	-	2,700
Household and Institutional Equip.	6,278	-	-	-	-	-	6,278
Industrial and Heavy Equipment	383	-	-	-	-	-	383
Data Processing Software	789	-	-	-	-	-	789
Data Processing Hardware	993	-	-	-	-	-	993
Total Capital Outlay	**$11,143**	**-**	**-**	**-**	**-**	**-**	**$11,143**
Total Expenditures							
Total Expenditures	377,190	-	66,141	-	-	-	443,331
Total Expenditures	**$377,190**	**-**	**$66,141**	**-**	**-**	**-**	**$443,331**
Ending Balance							
Ending Balance	-	-	(66,141)	-	-	-	(66,141)
Total Ending Balance	**-**	**-**	**($66,141)**	**-**	**-**	**-**	**($66,141)**

Administrative 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. Medical accounts are approved to use the additional medical services inflation factor because they rely heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology, and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2019-21, the above standard inflation factor for Medical Services and Supplies is 0.4%, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$9
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard Inflation

Cross Reference Name: Administrative 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	9	-	-	-	-	-	9
Total Revenues	**$9**	**-**	**-**	**-**	**-**	**-**	**$9**
Services & Supplies							
Medical Services and Supplies	9	-	-	-	-	-	9
Total Services & Supplies	**$9**	**-**	**-**	**-**	**-**	**-**	**$9**
Total Expenditures							
Total Expenditures	9	-	-	-	-	-	9
Total Expenditures	**$9**	**-**	**-**	**-**	**-**	**-**	**$9**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative 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 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
In response to the caseload projections included in the April 2018 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 de-activating temporary and emergency beds within the department's facilities as the result of the declining prison population forecast.

Specifically, the plan includes reducing the funding for temporary and emergency beds planned to be de-activated during the 2019-21 biennium at Two Rivers Correctional Institution, Coffee Creek Correctional Facility, and Eastern Oregon Correctional Institution.

Staffing Impact	**2017-19**	**2019-21**
Positions	0	0
FTE	0	0

Revenue Source	
General Fund	$(6,241)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
Mandated caseload is re-projected each biennium during budget development based on the most current Office of Economic Analysis population forecast. Therefore, actions in this package will not have an impact in 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 040 - Mandated Caseload

Cross Reference Name: Administrative 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	(6,241)	-	-	-	-	-	(6,241)
Total Revenues	**($6,241)**	**-**	**-**	**-**	**-**	**-**	**($6,241)**
Services & Supplies							
Data Processing	(6,241)	-	-	-	-	-	(6,241)
Total Services & Supplies	**($6,241)**	**-**	**-**	**-**	**-**	**-**	**($6,241)**
Total Expenditures							
Total Expenditures	(6,241)	-	-	-	-	-	(6,241)
Total Expenditures	**($6,241)**	**-**	**-**	**-**	**-**	**-**	**($6,241)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative 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
At the agency level, this package includes the following net zero adjustments: 1) Reallocation of General Fund budget between various DCR's and 2) Reduction of Services and Supplies budget to pay for three new Correctional Case Management related positions and new position authority to eliminate one currently double filled position.

This division's package includes budget shifted from other division's to cover this division's expected attorney general expenses.

Agency Request Budget

Staffing Impact

Positions:	0
FTE:	0.00

Revenue Source

General Fund	$164,160
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become a part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

Cross Reference Name: Administrative 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	164,160	-	-	-	-	-	164,160
Total Revenues	**$164,160**	**-**	**-**	**-**	**-**	**-**	**$164,160**
Services & Supplies							
Attorney General	164,160	-	-	-	-	-	164,160
Total Services & Supplies	**$164,160**	**-**	**-**	**-**	**-**	**-**	**$164,160**
Total Expenditures							
Total Expenditures	164,160	-	-	-	-	-	164,160
Total Expenditures	**$164,160**	**-**	**-**	**-**	**-**	**-**	**$164,160**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative Services Division

101 Norway Modifications

Purpose
In the fall of 2017 a delegation of Oregon Leaders from the Department of Corrections (DOC), the Criminal Justice Commission, and the Oregon Senate and House traveled to Norway as part of a prison exchange program funded by the Prison Law Office. The expectation of the delegation was to incorporate the best of the Norwegian prison system in Oregon to further our agency's mission, vision, and strategic plan.

Four policy and program areas have been identified for this package request to meaningfully capitalize on the lessons learned in our exchange:

A. Investment in effective correctional case management. Norway has a 1-to-1 staffing ratio, assigning each person in custody a primary contact officer who serves as their champion change agent. While we cannot achieve this staffing ratio, we can utilize key employees as change agents and provide these employees with manageable caseload sizes that allow opportunity for mentoring and skill building.
B. Investment in services for children with incarcerated parents. Norway emphasizes family connections by providing extended visitation, including family in case management, and treating family connections as a right rather than a privilege.
C. Investment in staff training. Staff in Norway receive a four-year associate's degree in dynamic security and social and behavioral interventions, provided by the prison system, before being assigned to a prison post.
D. Investment in effective cognitive interventions. Norway provides treatment and support services through an import model, meaning the services delivered inside prison are the same services provided in the community to non-incarcerated people. While we cannot achieve the same treatment delivery system, we can contract for effective, gender-responsive cognitive interventions.

This request is related to item C. Investment in Staff training and seeks $2,232,229 General Fund, 10 positions and 10.00 FTE.

Staff Training: Investment in staff training will focus on two areas including leadership and manager skill building and continuing education for security staff to promote safety and long-term effectiveness. In 2017 the department unveiled its powerful leadership philosophy and attributes as a product of our leadership strategic initiative. As part of this initiative's roll-out, staff from all levels of the organization will create individual development plans, enhance leadership attributes through on-the-job training, and receive targeted leadership training. Another agency strategic initiative was the development of managers. We've designed a 40-hour manager training in conjunction with DAS's manager training work group and would like to provide this training to every new manager in our agency. Leadership and manager

training are an essential part of our succession planning during this significant time of retirement and turnover in our workforce. We have not provided formalized training to our managers in over a decade due to previous cuts in staffing.

The Department of Public Safety Standards and Training (DPSST) announced this year that all certified correctional officers must acquire 84 hours of law enforcement or corrections training every three years. Maintenance training is intended to refresh and enhance skills, knowledge, and abilities of public safety officers in Oregon. Historically, DOC's correctional officers have not had mandatory maintenance training requirements. Under the current rule, if the training requirements are not provided, tracked, and reported within specific rule-driven timelines, correctional officers' certifications could be in jeopardy. Generally, correctional officers may not perform their duties if their DPSST certifications go into lapsed status. DOC and DPSST have an excellent working relationship, but DOC does not currently have the resources available to ensure these training requirements can be fully met.

How Achieved

Staff Training: This proposal would add 10 FTE to the DOC Professional Development Unit (PDU) including: 3 TDS2s (One Adobe Connect/Online Meeting/Training Facilitator, One Program/Curriculum/Instruction Evaluator, and one Security-Plus Training Developer/ Facilitator/Broker for Outside Training); 5 TDS1s - Institution Trainers-Float Positions (to cover the entire state); 1 - PEM C-Management-Leadership Development Program Coordinator/Facilitator; and 1 TDS2 - Management-Leadership Program Coach/Assessment Coordinator. Presently DOC, has a one-size-fits-all annual in-service program that is coordinated, instructed, and tracked by PDU staff, with a significant contribution of adjunct instructors from the agency's Operations Division. The requested positions ensure the agency can meet DPSST's ongoing training requirements without continuing to place undue burden on the agency's Operations Division for adjunct instructor support, which, in turn, drives up overtime in the Operations budget.

Quantifying Results

A lifecycle analysis identified our Case Management professionals lacked sufficient training. An extensive training effort was initiated October, 2017, to provide training to every correctional rehabilitation services manager and counselor. This is targeted to be completed July, 2018, after which "booster" training will be provided and a counselor "academy" will be developed for all new, incoming counselors.

Targets for completing counselor training in specific tools to be used in their work in providing direct services to the AICs on their caseloads are as follows:

Case Management/ Direct Services Tool	100% of Existing Counselors' Training Completed By
LS/CMI	04/05/18
Initial Case Plan-How to Build a BCP	04/05/18

Case Management/ Direct Services Tool	100% of Existing Counselors' Training Completed By
Cognitive Behavioral Interventions and Tools	05/31/18
Coaching and Feedback	October 2018
EPICS	September 2019

Correctional rehabilitation managers and counselors are being trained in how to develop effective, individualized BCPs and how to consistently and accurately score them by using a scoring matrix using factors such as criminogenic needs addressed, goals, detailed problem statement, and progress notes, etc. For the first round of practice scoring, the counselors were allowed to submit a BCP of their choice; but beginning in March 2018, the AIC ID numbers for BCP review have been randomly selected by research. To date, 252 BCPs have been scored across all institutions except Intake and CCCF with an average score of 44 percent and 52 scoring at 75 percent or higher. After the WRNA BCP scoring tool is developed, female's BCPs will also be assessed, which is anticipated to start July 2018. To track the success of CCM BCP scoring consistency and accuracy training, we have established the following targets:

Target Date	% of BCPs Achieving a 75% on BCP Scoring Guide
July 2018	15%
January 2019	35%
July 2019	50%
January 2020	75%

After the automated criminal risk Score is recalibrated, we intend to incorporate Vera Institute of Justice recommendations regarding caseload targets for counselors with medium- and high-risk caseloads.

For the PIO Phase II pilot program, we are targeting providing coached parenting skills/interaction practice and enhanced visits to the following number of AICs:

	Classes per Year	AICs Served Per Year	Total Classes Per Contract	Total AICs Served per Contract
1 Institution	7	42	14	84
3 Institutions	21	126	42	252

Results of the participant pre- and post-surveys will be also be tracked to quantify gains in desired parenting, problem-solving, and other skills and attitudes.

The DPSST mandate will include quarterly tracking by DPSST to ensure compliance with continuing education hours requirements, and the manager and leadership training will measure the percentage of managers completing training as well as gains in desired leadership attributes for participants.

Agency Request Budget

Staffing Impact

Positions	10
FTE	10.00

Revenue Source

General Funds	$2,232,229
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

Cross Reference Name: Administrative 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	2,232,229	-	-	-	-	-	2,232,229
Total Revenues	**$2,232,229**	**-**	**-**	**-**	**-**	**-**	**$2,232,229**
Personal Services							
Class/Unclass Sal. and Per Diem	1,238,496	-	-	-	-	-	1,238,496
Overtime Payments	16,967	-	-	-	-	-	16,967
Shift Differential	-	-	-	-	-	-	-
All Other Differential	27,618	-	-	-	-	-	27,618
Empl. Rel. Bd. Assessments	610	-	-	-	-	-	610
Public Employees' Retire Cont	282,662	-	-	-	-	-	282,662
Social Security Taxes	98,158	-	-	-	-	-	98,158
Unemployment Assessments	2,310	-	-	-	-	-	2,310
Worker's Comp. Assess. (WCD)	580	-	-	-	-	-	580
Mass Transit Tax	7,698	-	-	-	-	-	7,698
Flexible Benefits	351,840	-	-	-	-	-	351,840
Total Personal Services	**$2,026,939**	**-**	**-**	**-**	**-**	**-**	**$2,026,939**
Services & Supplies							
Instate Travel	16,930	-	-	-	-	-	16,930
Employee Training	15,000	-	-	-	-	-	15,000
Office Expenses	78,220	-	-	-	-	-	78,220
Data Processing	21,560	-	-	-	-	-	21,560
Other Services and Supplies	13,070	-	-	-	-	-	13,070
Expendable Prop 250 - 5000	32,810	-	-	-	-	-	32,810

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

Cross Reference Name: Administrative 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	27,700	-	-	-	-	-	27,700
Total Services & Supplies	**$205,290**	**-**	**-**	**-**	**-**	**-**	**$205,290**
Total Expenditures							
Total Expenditures	2,232,229	-	-	-	-	-	2,232,229
Total Expenditures	**$2,232,229**	**-**	**-**	**-**	**-**	**-**	**$2,232,229**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							10
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**10**
Total FTE							
Total FTE							10.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**10.00**

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
1900141	AAONC1339	AP TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900142	AAONC1339	AP TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900143	AAONC1339	AP TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900144	AAONC1339	AP TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900145	AAONC1338	AP TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900146	AAONC1338	AP TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900147	AAONC1338	AP TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900148	AAONC1338	AP TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900149	AAONC1338	AP TRAINING & DEVELOPMENT SPEC 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
1900150	MMS X7004	AP PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	02	5,127.00	123,048				123,048
								71,824				71,824
		TOTAL PICS SALARY						1,238,496				1,238,496
		TOTAL PICS OPE						720,617				720,617
		TOTAL PICS PERSONAL SERVICES =	10	10.00	240.00			1,959,113				1,959,113

Administrative Services Division

106 System & Hardware Sustainability

Package Description

Purpose
Policy Option Package 106 seeks to address funding needs:

A. The Statistical Analysis System (SAS), is software the Oregon Department of Corrections (DOC) uses extensively to retrieve and integrate data from a variety of sources as well as to data mine and convert the data in preparation for reporting, providing business intelligence to the agency and providing statistical analysis.
B. Computer lifecycle replacement will provide on-going funding for compliance with Statewide Policy 107-004-010, DOC Policy 60.1.3, and Correctional Outcomes through Research and Engagement (CORE). The Agency's current initiative by supporting innovative, efficient, and sustainable business practices.
C. Additional enterprise software as part of the agency's base budget will provide ongoing funding for compliance with Policy 60.1.3 to keep enterprise software in lifecycle. This will enable DOC to continue forward mobility with server centric application and workforce mobile technology transformation in support of Destination 2026. Destination 2026 is DOC's 10 year strategic plan towards availability of modern tools and technology.

The resources being requested for the Administrative Services Division are specific to items B and C.

B. Computer Lifecycle Replacement

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 potential security vulnerabilities and have a direct impact on the agency's operations. This request also identifies the need to complete the automation asset management plan by developing the budget for routine replacement of PCs and laptops.

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 internally funded by each unit at a facility or a division. Due to budgetary challenges,

this practice is not sufficient to maintain a lifecycle replacement plan. In the 19-21 biennium, if the desktops and laptops are not updated, 89 percent of the computing fleet will be older than five years and out of lifecycle compliance.

Out of warranty maintenance for PCs and laptops has been internally funded by each unit at a facility or division. However, the necessity of deferred maintenance in other areas has taken precedence over computing hardware maintenance. The cost for part replacements has grown exponentially as the age of computing devices increases and resources for manufacturing those parts because increasingly difficult to obtain.

The resources requested specific to Item B are $2,200,000 General Fund, 0 positions, 0.00 FTE.

C. Software Lifecycle Maintenance

DOC has entered into Microsoft's (MS) Enterprise Agreement (EA) since 2011 and Premier support services since 2016. Microsoft's on premise, as well as cloud platform, enables technology provisioning while conforming to the Criminal Justice Information Systems (CJIS) security standards as well as complying with Oregon's Enterprise Security Office (ESO) Statewide Information Security Plan and Standards.

Since the inception of our enterprise agreement, the licensing and maintenance fees have never been permanently funded.

This request supports the following:

- 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 Planning and Budget, the ITAM (IT Asset management) 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.
- CORE – The Agency's current initiative by supporting innovative, efficient, and sustainable business practices.

The resources requested specific to Item C are $3,000,000 General Fund, 0 positions, 0.00 FTE.

How Achieved

B. Computer Lifecycle Replacement

Achieving a five year lifecycle replacement plan requires 20 percent of the fleet to be replaced each year. PCs that are beyond five years are moved to the inmate network and laptops are recycled per State e-waste guidelines. The implementation strategy includes:

- Using Project Management standards that follow the PMI-Project management Institute's PMBOK methodology;
- Coordinating replacements with all internal business units and key stakeholders;
- Purchase desktop and laptops quarterly as to create an efficient IT Asset Lifecycle that is sustainable;
- Replacing the most outdated equipment to increase productivity, an estimated productivity increase of 30 percent;
- Replacing equipment that does not meet current security standards with the most secure equipment, an estimated security increase of 80 percent;
- Minimizing maintenance costs by bringing hardware in alignment with vendor warranty;
- Reducing IT maintenance labor costs by reduction of break/fix requests, which will allow time to focus on automation functionality;
- Ensuring Inmate programs receive sufficient computing equipment by repurposing out of lifecycle equipment;
- Ensuring computing equipment is secure by utilizing the statewide information security standards best practice recommendations, which are provided by OSCIO, and Enterprise Security Office;
- Ensuring the computing Operating Systems is compatible with Vendor provided standards; and
- Ensuring computing equipment is sufficient to migrate to the Windows 10 platform when Windows 7 support ends 1/14/20.

C. Software Lifecycle Maintenance

DOC is managing current projects utilizing Microsoft software licensing and Premier services, such as supporting the

- Implementation of Office 365 and Security Suite (continue forward mobility while enabling DOC to utilize email and other MS Office products, mobile management, financial, and application systems).
- Implementation of Video Teleconferencing to replace services no longer provided by OUS across DOC and institutions for telemedicine, telepsychology, parole board, court and other management and critical communication functions.
- Timely and effective implementation of self-service system password reset, significantly reducing or eliminating Help Desk password reset efforts that comprise 40 percent of their efforts.
- To the success of a future DOC intranet project implementation that will enable an Intranet portal and contribute to the rapid deployment of DOC departmental collaboration environments.

Quantifying Results
The strategic initiatives this concept plans to support are:

CORE Processes
- The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
- The Supporting Process (SP), SP 4.1, 4.3 and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 “modern tools and technology are in place” and we are demonstrating innovative, efficient, and sustainable business practices.

State of Oregon Governor’s Priority/Core Value
- One of the Governor’s core values is the efficient and effective delivery of government services.
- The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

The result of this effort, estimated at two years at a time, will support these initiatives by establishing a quarterly purchase/replacement process for approximately 3,800 devices:
- Purchasing 200 desktops or laptops per quarter per year to replace the oldest equipment out of lifecycle;
- Repurposing desktops per quarter for utilization in AIC programs; and
- Measuring and reporting the outcomes for the CORE to obtain a minimum target of 85 percent by the supporting Executive Team member.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	$5,200,000
Other Funds	$0

2021-23 Fiscal Impact
This package would become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 106 - IT Systems Sustainability

Cross Reference Name: Administrative 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	5,200,000	-	-	-	-	-	5,200,000
Total Revenues	**$5,200,000**	**-**	**-**	**-**	**-**	**-**	**$5,200,000**
Services & Supplies							
Data Processing	-	-	-	-	-	-	-
IT Expendable Property	5,200,000	-	-	-	-	-	5,200,000
Total Services & Supplies	**$5,200,000**	**-**	**-**	**-**	**-**	**-**	**$5,200,000**
Total Expenditures							
Total Expenditures	5,200,000	-	-	-	-	-	5,200,000
Total Expenditures	**$5,200,000**	**-**	**-**	**-**	**-**	**-**	**$5,200,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Administrative Services Division

107 Corrections Information System Rebuild

Purpose

A. The mission of the Oregon Department of Corrections (DOC) is to promote public safety by holding adults in custody (AICs) accountable for their actions, and reducing the risk of future criminal behavior. In support of this, the department is requesting funding for the assessment of DOC's Corrections Information System (CIS) and Offender Management System (OMS). CIS and 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 AIC Programs, Case Management, and Sentence Management.

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

Other essential systems include DOC developed staff management systems. CIS and OMS are utilized by (and data is shared with) various external stakeholders, e.g. community corrections (Oregon's 36 counties), Board of Parole and Post-Prison Supervision, LEDS, Oregon Department of Justice, etc. DOC is continuing to add modules to our fundamental systems to meet emerging business needs and legislative changes while maintaining current applications as needed.

The department has deployed an integrated statewide felony 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 people under their supervision, and about the effective operation of state prisons and county community corrections offices.

DOC seeks to assess the viability of integrating and standardizing various systems written in various programming languages over the last 30 years. The department seeks to engage third party vendor(s) to assess DOC's fundamental computer systems, identify current and future business needs, and define a roadmap and strategic plan for transforming DOC's systems. Integration processes are complex and will include enterprise technology planning, business process improvements, and large scale system integration.

This POP will establish recommendations to solve access complexities between internal and external entities in regards to system access and data integrity. Example: U.S. Probation is asking for access to all community corrections system data and the US Department of Justice is asking for more system access in preparation for legal advice.

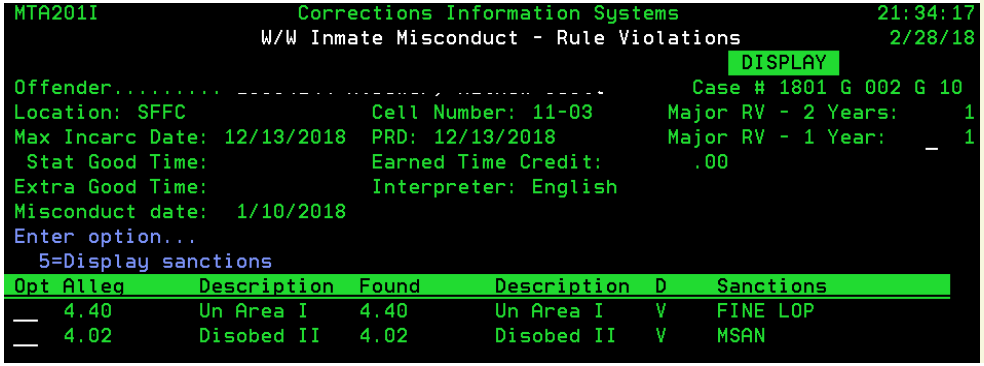
Some DOC staff will be fully engaged with this effort in biennia 2019-21 and 2021-23, therefore included in this package is the cost for limited duration positions for the following: one DOC Business Champion, one DOC ISS8 Project IT Liaison, one Information Systems Specialist 8, and two Information Systems Specialist 7. Occasionally other DOC and external entities staff will need to be involved.

This POP supports Destination 2026, DOC's 10-year strategic plan by providing the availability of modern tools and technology to support data driven decision making. It also seeks to align the business needs with the technology tools and systems.
The resources requested specific to Item A are $1,974,925 General Fund, five Limited Duration Positions, 5.00 FTE.

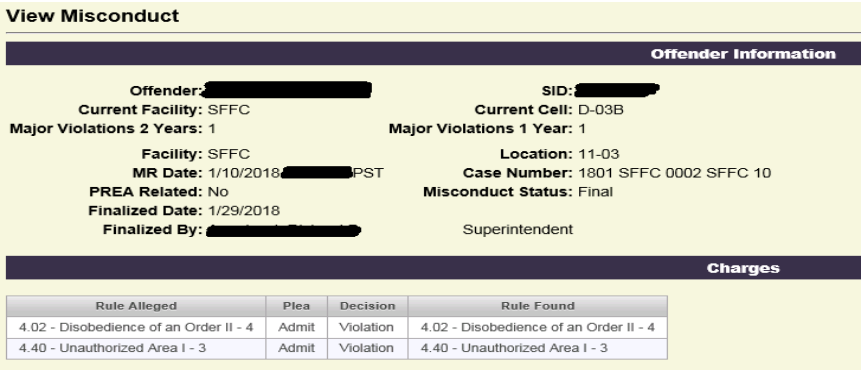
B. This POP component provides an immediate solution while analyzing DOC's fundamental systems. DOC seeks to modernize a core business application originally developed in the late 1980s: CIS. Modernization of CIS would be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate much more efficient data exchanges with counties and other business partners. This request is designed as a stepping stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is the DOC's 10 year strategic plan.

The modernization of tools funded through this POP will address shortcomings such as mobile inaccessibility and poor user friendliness and usability inherent in a 30 year-old IT system. It will enable CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place. This technology transformation is in support of the state of Oregon Governor's priority of efficient and effective delivery of government services.

Before:



After:

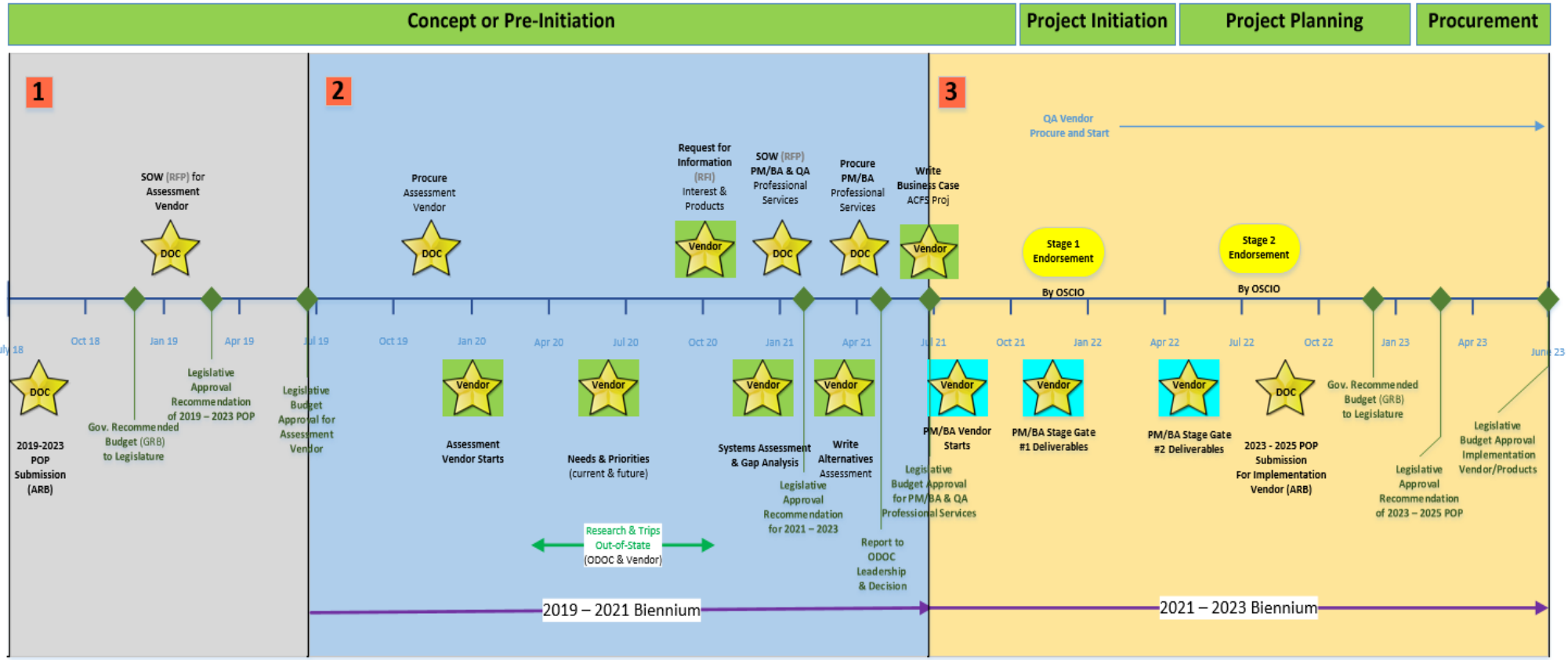


The resources requested specific to Item B are $1,995,910 General Fund, one Limited Duration position and four permanent positions, 5.00 FTE.

How Achieved

A. In the 2019-2021 biennium, the department will engage a vendor who is experienced in assessing and analyzing large computer systems and who has assisted with planning and managing large transformation projects. The vendor will identify DOC's automation needs, review all of DOC's fundamental systems and perform a gap analysis between the current systems and the identified needs. With DOC staff, the vendor will visit other states that have completed or are in the process of integrating and transforming their fundamental systems. The vendor will create and evaluate a Request for Information (RFI) in order to obtain information about existing vendor systems and how they can meet DOC's current and future needs. The vendor will analyze various alternatives, perform risk assessments (e.g. Architectural, Technical and Business), an organizational readiness assessment, and create a recommendation and roadmap of how DOC can transform its fundamental systems. The vendor will present its findings, recommendations and a roadmap to the DOC Executive Team. Following the agency's chosen alternative, the vendor will create the Business Case, Information Resource Request (IRR), Feasibility Analysis, Budget and Risk assessment, as well as other deliverables required by the Office of the State CIO (OSCIO) and Legislature to proceed with a Corrections Fundamental Systems Transformation (CFST) project.

In the 2021-2023 biennium, DOC will procure vendors for Project Management (PM), Business Analysis (BA) and Quality Assurance (QA) professional services to initiate, plan and manage though implementation the CFST project. The PM and BA vendor(s) must be capable of adequately assisting DOC through the OSCIO and LFO oversight processes and have the experience and staff size to meet set timelines.



1. 2017-19 Timeline: Prepare DOC's 2019-21 POP and complete a Statement of Work (SOW) for the professional services of an assessment vendor.
2. 2019-21 Timeline: DOC's fundamental systems analysis, alternatives assessment, recommendation, procure PM and BA services.
3. 2021-23 Timeline: Preparation of DOC's 2023-25 POP, Stage Gates 1-3 deliverables and endorsements and a SOW for the products and professional services of an Implementation Vendor for the CFST Project.

Assessment Vendor Tasks and Project Deliverables for 2019-2021 will include:

- Analyze and document current capabilities and needs met by the current DOC systems, as well as future needs and priorities (technical, security, business, etc.).
- Analyze and document current capabilities and needs met by current DOC and external partner's systems and future needs and priorities from entities who currently share data with DOC. This project needs to support existing shared services initiatives.
- Analyze and document future needs and priorities from external entities that desire pursuing shared services initiatives with DOC where it would be mutually beneficial.
- Analyze and document Technical Assessments of all DOC's current systems.
- Gap Analysis and Traceability Matrix comparing current DOC systems to current and future needs.
- Identification of current industry conventions and best practices to be followed.
- Peer Analysis of other transformation projects at other Oregon agencies and other state's jurisdictions. Including visits to other state's (with DOC staff) who completed or are in the process of integrating and transforming their fundamental systems.
- Create and evaluate a RFI in order to obtain information about existing vendor systems and how they can meet DOC's current and future needs (including a five year total cost of ownership).
- Alternatives analysis report (which include Feasibility Studies, Risk, Organizational Readiness and Training Assessments)
- Create a Roadmap and recommendations for integrating and transforming DOC systems with minimal impact to entities which already access, receive or provide data to or from DOC systems.
- Give presentations of the Roadmap and recommendations to the Executive Team, Legislature, OSCIO, etc.
- After DOC Executive Team's decision create deliverables for the initiation of the CFST project to fulfill the chosen alternative. All project deliverables required to obtain Stage Gate 1 endorsement, which include a Business Case, Risk Assessment, Financial Forecast (include 5-year Total Cost of Ownership), Project Plan, Information Resource Request (IRR) and Solution Requirements (technical, security and business).

  Some DOC staff will be fully engaged with this effort in biennia 2019-21 and 2021-23, therefore included in this package is the cost to backfill staff with limited duration positions for the following: a DOC Business Champion, a DOC Project IT Liaison, one Information System Specialist 8, two Information System Specialist 7. Occasionally other DOC and external entities staff will need to be involved.

The Assessment Vendor will provide all staff for completing the effort identified in the Assessment Vendor SOW to plan the integration and transformation of ODOC's computer systems.

The Professional Services Vendor(s) will provide staff for the CFST Project effort. Business Analyst(s) to perform business efforts and to create technical, business and project deliverables, and a Project Manager to manage the business and technical efforts, and to create all PM Deliverables needed for Stage Gate endorsements.

B. Purchase of a new software Corrections Information Systems (CIS) toolset and on-going licensing (maintenance) to transform and integrate the CIS core application with existing modern applications.

- Procuring Quality Assurance vendor services. Quality assurance services (Depends on whether Preliminary Quality Assurance and other Quality Management Services are required) means a set of services providing an independent and objective review of plans, specification, estimates, documentation, available resources and overall purpose for an information technology initiative. The OSCIO has latitude in interpreting the stage gate process as it applies to projects undertaken by executive branch agencies and other Covered Organizations including the requirements for independent quality management services for information technology.

- Add four positions within the IT Application Services unit to provide the transformation capabilities, ongoing enhancements and support for the department's primary computer application. These four positions are required for adding this complex toolset to our existing systems as the toolset specialists.

- One additional limited duration or professional services senior project manager will be essential to ensure the effective management of the project during its crucial first two years.

The primary deliverables for this POP are:

- Procuring and implementing a web based interface for CIS that integrates seamlessly with other DOC applications. Includes configuring the environment and training of staff.
- Adding industry standardized web services to CIS for internal and external use promoting code reuse, modularity and secure integration points for county, state and other business partner systems. The web services will be secured and select services will be accessible to external business partners.
- Creating modern interfaces to CIS that work in the web browser, are mobile enabled and integrate with other DOC applications.

The project will follow the Project Management Body of Knowledge (PMBOK) to ensure the application of standardized management principles to the conduct of the project.

Quantifying Results

A. Assess Corrections Fundamental Systems

The strategic initiatives this concept plans to support are:

- Agency CORE Alignment: CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating risk by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 modern tools and technology are in place.
- State of Oregon Governor's priority and core value.
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

DOC will quantify and measure the results of the efforts described in this POP by the following:

- The success of this package will be defined by successful procurement of a vendor who is experienced in assessing and analyzing large computer systems, and who has assisted with planning and implementing large integration and transformation technology projects.
- Allowing for the development of critical expertise in IT for key areas and to support cross-training that will maximize retention of skilled IT staff. DOC IT Services anticipates an overall staff retirement rate of 30-40 percent within the next five years.
- The tasks and deliverables in the "how achieved" section of this POP are complete.
  - RFI ready by September 2020.
- The DOC's Executive Team has sufficient, quality information to decide whether and how to pursue a DOC's fundamental systems transformation by April 2021.
  - Executive Team decides chosen alternative by May 2021.
- Following the DOC Executive Team decision on the Corrections Fundamental Systems Transformation (CFST) Project, the Assessment Vendor will create the Business Case and accompanying attachments by June 2021.

- Procure from a Professional Services vendor a Project Manager experienced in planning and implementing large integration and transformation technology projects.
  - Procure from a Professional Services vendor Business Analyst experienced in analyzing large computer systems, developing new business processes, planning and performing successful organizational change on large integration and transformation technology projects.
  - Stage Gate 1 and Stage Gate 2 endorsements are achieved by August 2022, in time for legislative recommendations on the 2023-2025 POP for Implementation Vendor Products and Services.
  - Project Planning and Project Management deliverables for the CFST Project are complete and approved.
  - Stage Gate 3 deliverables, tasks are complete and approved, and the Stage Gate 3 endorsement of the CFST Project is achieved by June 2023.

B. Corrections Information Systems (CIS) Tool Upgrade

The strategic initiatives this concept plans to support are:

- CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating risk by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 modern tools and technology are in place.
- State of Oregon Governor's Priority and Core Values.
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

The result of this effort, estimated at two years, will support these initiatives by:

- Building web services to CIS modules.
- Creating modern interfaces for CIS modules that seamlessly integrate with existing DOC web applications.
- Enabling mobile access to CIS modules.

Agency Request Budget

Staffing Impact

Positions	10
FTE	10.00

Revenue Source

General Fund	$3,970,835
Other Funds	$0

2021-23 Fiscal Impact

The licensing costs of $378,000 will be phased in the second year of the biennium and will need to be biennialized in 2019-21. The positions and on-going costs will become part of the 2021-23 base budget. Start-up costs and one-time costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 107 - Corrections Information System Rebuild

Cross Reference Name: Administrative 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	3,970,835	-	-	-	-	-	3,970,835
Total Revenues	**$3,970,835**	**-**	**-**	**-**	**-**	**-**	**$3,970,835**
Personal Services							
Class/Unclass Sal. and Per Diem	1,548,000	-	-	-	-	-	1,548,000
Empl. Rel. Bd. Assessments	610	-	-	-	-	-	610
Public Employees' Retire Cont	341,022	-	-	-	-	-	341,022
Social Security Taxes	118,419	-	-	-	-	-	118,419
Unemployment Assessments	2,786	-	-	-	-	-	2,786
Worker's Comp. Assess. (WCD)	580	-	-	-	-	-	580
Mass Transit Tax	9,288	-	-	-	-	-	9,288
Flexible Benefits	351,840	-	-	-	-	-	351,840
Total Personal Services	**$2,372,545**	**-**	**-**	**-**	**-**	**-**	**$2,372,545**
Services & Supplies							
Instate Travel	64,930	-	-	-	-	-	64,930
Employee Training	15,000	-	-	-	-	-	15,000
Office Expenses	78,220	-	-	-	-	-	78,220
Data Processing	399,560	-	-	-	-	-	399,560
IT Professional Services	967,000	-	-	-	-	-	967,000
Other Services and Supplies	13,070	-	-	-	-	-	13,070
Expendable Prop 250 - 5000	32,810	-	-	-	-	-	32,810

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 107 - Corrections Information System Rebuild

Cross Reference Name: Administrative 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	27,700	-	-	-	-	-	27,700
Total Services & Supplies	**$1,598,290**	**-**	**-**	**-**	**-**	**-**	**$1,598,290**
Total Expenditures							
Total Expenditures	3,970,835	-	-	-	-	-	3,970,835
Total Expenditures	**$3,970,835**	**-**	**-**	**-**	**-**	**-**	**$3,970,835**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							10
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**10**
Total FTE							
Total FTE							10.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**10.00**

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
1900154	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900155	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900156	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900157	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900158	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900347	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900348	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900349	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900350	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900351	MMS X7010	IP PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	8,332.00	199,968				199,968
								94,654				94,654
		TOTAL PICS SALARY						1,548,000				1,548,000
		TOTAL PICS OPE						812,471				812,471
			---	------	-------			---------	---------	---------	---------	---------
		TOTAL PICS PERSONAL SERVICES =	10	10.00	240.00			2,360,471				2,360,471

Administrative Services Division

108 Communications and Collaboration Portal (Intranet)

Purpose
This project is for DOC to develop and deploy an enterprise-wide Communications and Collaboration Portal – Intranet (CCP) to support strategies improving business communications and processes within the agency, manage documents, provide document version control, make possible collaboration on documents, projects, and decisions while improving the quality of business data and information.

An Intranet is an in-house website on an organization's network (on premise or in the cloud) to service internal workers (employees, contractors, and volunteers). An intranet provides standards ways to publish an organization's policies, news, schedules, forms, and training manuals. It can also provide venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary means to view and access information within the intranet.

DOC does not have a coordinated solution for communicating within the agency and for collaborating with partners. A CCP will provide the functions to allow DOC to improve:

- Communications within DOC (Intranet);
  - Providing central locations to find common information; and
  - 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 and information;
- Collaborating with external community and other partners (extranet); and
- Reducing duplicate business forms.

If not funded, DOC's communication and collaboration practices will continue as is using only email and files that are difficult to locate, control, and share. The quality of informed, collaborative, and data-driven decisions will remain underdeveloped and stunted.

Background of this Proposed Project:

- In June 2011, DOC led an Intranet pilot project to test the functionality and approaches to meeting business needs using Intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when initiating a full project.
- In November 2013, DOC hired the Marquam Group, an experienced and well-known team of Intranet consultants that have performed contracts for many Oregon agencies, to perform an Intranet business feasibility study; they were tasked to identify

how an Intranet could meet critical organizational needs. 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 and support.

- By April 2015, Marquam and DOC IT Services collaborated and jointly authored a number of deliverable documents supporting the findings; these documents will provide a framework to start project implementation.
- A summary of findings were presented to DOC's Policy Group in April 2015. The findings were positively received and generated a discussion and desire to move forward.

The stakeholder sessions identified key pain points at DOC:

- There are 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;
- DOC's main channel of communication is primarily through email;
- 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;
- DOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners; and
- The current state affects DOC's Administration, along with all staff using Outlook, Word, Excel, share files, especially when exchanging critical information with others. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to communicate efficiently with DOC.

Upon implementation of the Communication Portal, Key Performance Metrics (KPMs) might include:

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

Identified Benefits of the Proposed Project:
A CCP will provide a foundation to share data and essential information, measure processes, and can lead to improved business efficiencies, decisions, and responsiveness.

In addition to increased collaboration, the system can also provide ways to reduce manual processes, provide opportunities to improve timeliness and quality of decisions, and generate better outcomes in support of DOC's mission.

- Communications within DOC (Intranet);
- Providing central locations to find common information;
- Providing tools to locate common information;
- Coordination of meetings;
- Managing documents and document versions;
- Collaborating on projects and decisions;
- Improving the quality of business data and information; and
- Reducing duplicate business forms.

These efforts will improve:

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

This proposal supports many values and elements of DOC's Shared Vision:

- Fact-Based Decision Making;
- Engaging Employees;
- Implementing Innovative Business Practices (data driven, evidence-based practices, and progressive technologies); and
- Partnering with Stakeholders.

The proposed project would 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 the effective communications of news to Stakeholders and Partners; and
- To assist data warehouse users to utilize data and research studies.

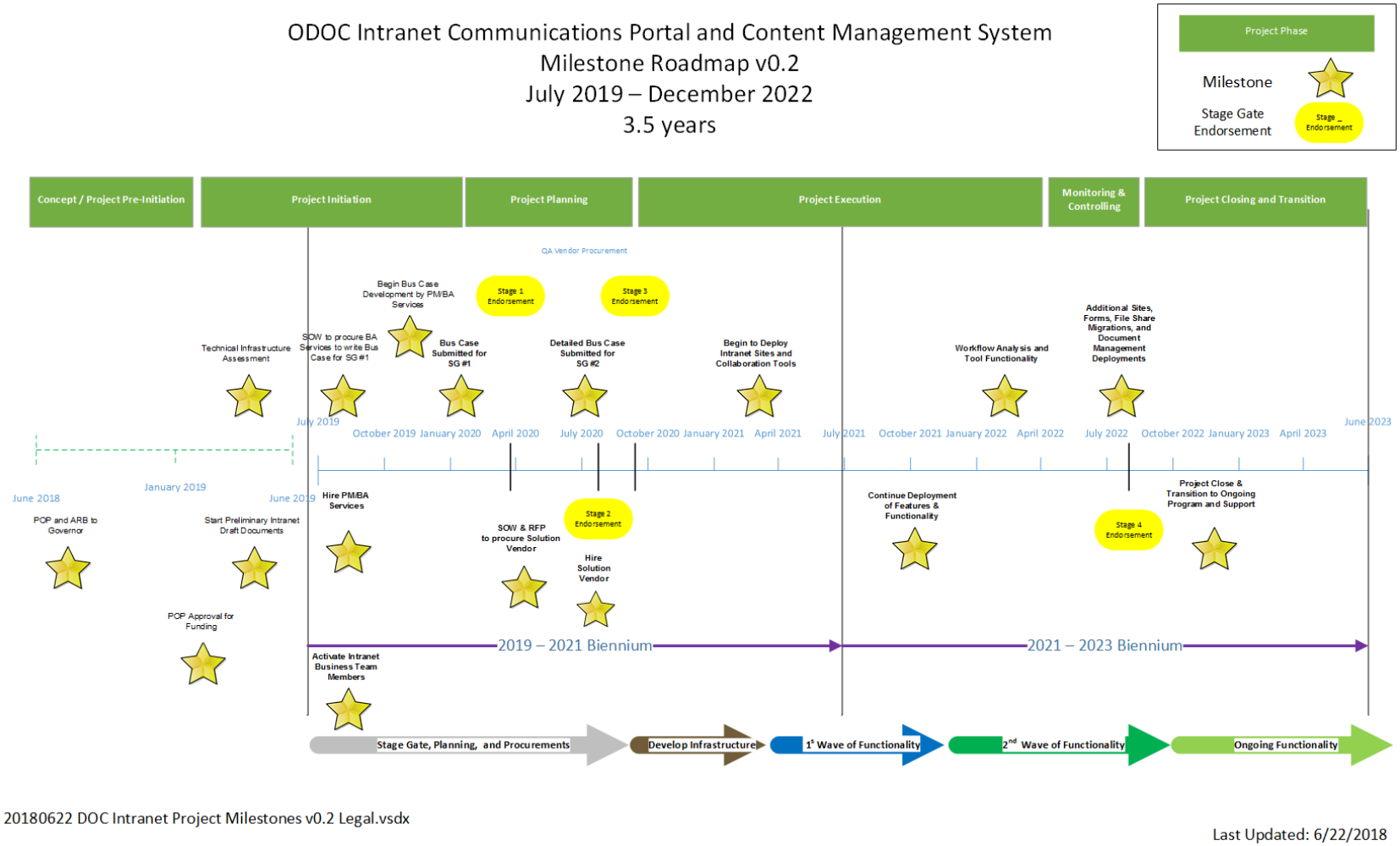
In 2015, DOC began a 10 year strategic initiative called Destination 2026 to define what success would look like in 10 years, and what needed to happen within DOC to reach transformative successes by 2026.
This proposed project supports and aligns to many of DOC's Destination 2026 targets over the next eight years.

- Modern tools and technology in place;
- Securing technology funding;
- Increasing focus on best practices;
- Leadership to build a vision to help focus and prioritize; and
- Using Scorecards, Fundamental Maps, and Quarterly Target Reviews.

HOW ACHIEVED

Key project targets will be met in three general phases by:

- Establishing the initial CCP Intranet enterprise wide foundation;
- Deploying CCP Intranet functionality; and
- Integrating agency business processes.



This project leverages DOC's existing investment in a Microsoft 365 Enterprise (SPE3) license, which includes Microsoft SharePoint (Intranet) software.

The proposed project requires 42 months and is estimated to start July 1, 2019, and end December 31, 2022. (Requires three and a half years)

DOC's Office of Communications (OC) will sponsor and govern the CCP Project. The OC is responsible to further the department's mission, vision and goals through close collaboration with the agency's external and internal stakeholders, both inside and beyond the

realm of public safety. Serving as a trusted source of accurate information, this office ensures the agency is a transparent governmental organization that members of the public can access at any time. The OC includes internal communications, external communications, media relations, legislative and government relations, and public records information coordination.

The OC will hire a CCP Manager to oversee and:

- Contract with a vendor to perform a technical infrastructure reassessment evaluating DOC's current technology and recommend next steps and tools to support the development of an agency Intranet, collaborative tools, and content management (prior to project initiation).
- Contract with a Solutions Vendor (same or different) to implement the approved solution chosen from the recommendations given. There are at least the potential for two major vendors; the first for analysis, assessment, and recommendations and the second to implement a chosen solution.
- Procure professional services to write the required Stage Gate Business Case and IRR packet to be submitted to the OSCIO.
- Procure professional services to write the Statement of Work and Request for Proposal to hire a Solutions Vendor.
- Procure a Solutions Vendor to implement the Communications and Collaboration Portal (Intranet) over the life of the project.
- Potentially, hire an independent Quality Assurance (QA) vendor, since this is required for some Stage Gate projects.
    - Note: At this time, it remains unclear if an independent QA will ultimately be required. If it is, the requested funding now includes QA. If QA is later determined not to be necessary, the funded budget might decrease.

The Administrative Services Division, IT Services will require the following positions who will work with the Assessment, Solutions, and any other vendors in support of the project, to help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the Solutions Vendor before the project ends.

- One SharePoint Farm Administrator/Engineer (ISS8)
- One SharePoint Configurator/Site Collection Administrator (ISS7)
- Two Development Information System Specialists (ISS7)

The resources requested specifically for the Administrative Services Division are $XXX General Fund, four positions, 4.00 FTE.

QUANTIFYING RESULTS

Metrics could be developed for the following efforts:

- Creating an ongoing governance plan to manage development and program efforts;
- Publishing critical information and content to staff;
- Facilitating staff communications;
- Sharing ideas, exchanging information, and engaging staff on collaborative projects and decisions; and
- Partially streamline key business process workflows.

Agency Request Budget

Staffing Impact

Positions	4
FTE	4.00

Revenue Source

General Fund	$1,270,996
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. The start-up and one-time costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 108 - DOC Intranet

Cross Reference Name: Administrative 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	1,270,996	-	-	-	-	-	1,270,996
Total Revenues	**$1,270,996**	**-**	**-**	**-**	**-**	**-**	**$1,270,996**
Personal Services							
Class/Unclass Sal. and Per Diem	583,344	-	-	-	-	-	583,344
Empl. Rel. Bd. Assessments	244	-	-	-	-	-	244
Public Employees' Retire Cont	128,509	-	-	-	-	-	128,509
Social Security Taxes	44,624	-	-	-	-	-	44,624
Unemployment Assessments	1,050	-	-	-	-	-	1,050
Worker's Comp. Assess. (WCD)	232	-	-	-	-	-	232
Mass Transit Tax	3,500	-	-	-	-	-	3,500
Flexible Benefits	140,736	-	-	-	-	-	140,736
Total Personal Services	**$902,239**	**-**	**-**	**-**	**-**	**-**	**$902,239**
Services & Supplies							
Instate Travel	6,772	-	-	-	-	-	6,772
Employee Training	6,000	-	-	-	-	-	6,000
Office Expenses	31,288	-	-	-	-	-	31,288
Data Processing	295,265	-	-	-	-	-	295,265
Other Services and Supplies	5,228	-	-	-	-	-	5,228
Expendable Prop 250 - 5000	13,124	-	-	-	-	-	13,124
IT Expendable Property	11,080	-	-	-	-	-	11,080
Total Services & Supplies	**$368,757**	**-**	**-**	**-**	**-**	**-**	**$368,757**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 108 - DOC Intranet

Cross Reference Name: Administrative 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
Total Expenditures							
Total Expenditures	1,270,996	-	-	-	-	-	1,270,996
Total Expenditures	**$1,270,996**	**-**	**-**	**-**	**-**	**-**	**$1,270,996**
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
1900159	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900160	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900161	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900162	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
		TOTAL PICS SALARY						583,344				583,344
		TOTAL PICS OPE						314,345				314,345
		TOTAL PICS PERSONAL SERVICES =	4	4.00	96.00			897,689				897,689

Administrative Services Division

109 Central Support Initiatives

Purpose
Policy Option Package 109 seeks to address the following funding needs:

A. Wellness Coordinator, Staffing, and Program Enhancements;
B. Records Management unit to meet the Public Records Law of acknowledgement within five days and completion within 10 days;
C. Diversity and Inclusion; and
D. Natural Resource Conservation Program.

The resources being requested for the Administrative Services Division are specific to items A, C, and D.

A. Wellness Coordinator, Staffing, and Program Enhancements

Research and experience show that corrections work is difficult and demanding. Two recent studies, one conducted by Oregon Health and Science University (OHSU), and one conducted Portland State University (PSU) found that the Department of Corrections (DOC) staff have:

- High levels of perceived danger and hyper vigilance;
- Presence of depressive symptoms and PTSD-like symptoms;
- High cholesterol;
- High triglycerides;
- High blood pressure;
- High BMI; and
- High levels of work-family conflict.

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 resources.

With approximately 4,700 staff spread across 14 institutions and other work locations across the state, DOC is seeking a permanent staff position aimed at strategically designing a wellness program, which will incorporate the diverse aspects of wellbeing, and coordinating and bringing consistency to the agency's critical wellness efforts. This package requests funding for one Staff Wellness Coordinator position which will be focused on ensuring best practices are implemented throughout all DOC divisions.

The resources requested specific to Item A are $248,413 General Fund, one position, 1.00 FTE.

C. Diversity and Inclusion

This policy option package creates the foundation of an Office of Diversity, Equity, and Inclusion (DEI). This is the foundational step on which the department will continue to build and will bring statewide, cross-facility consistency, messaging and training in the important area of DEI. This package requests Human Resources Analyst 2 (HRA2) to organize and lead agency wide efforts in this area as well as one Office Specialist 2 (OS2) to support the work DOC is committing to accomplish. If approved, this package would add two additional position within the Human Resources Workforce Planning Unit and provide additional support and capacity for our agency to fulfill the agency's DEI outcomes and the requirements of Executive Order 17-11.

The resources requested specific to Item C are $377,133 General Fund, 2 positions, 2.00 FTE.

D. Natural Resource Conservation Program

The purpose of this program is to carry out the internal policy development and various technical responsibilities for DOC to create and maintain an appropriate natural resource conservation program meeting the requirements of the State's Sustainability and Energy Conservation policies and the following:

- Oregon Sustainability Board metrics compliance;
- Recycling, energy and water conservation policies;
- Savanna Haven property;
- Junction City Preserve;
- Rearing endangered butterflies; and
- Propagation of endangered plant species for habitat restoration programs.

The requirement for sustainability and conservation programs is established in statute and rule. Establishing and staffing this program will provide an avenue for advising department leadership on sustainability and conservation issues, assist with improving sustainable operations, and providing nature based programs and vocational skills for AICs. DOC requests one Principal Executive Manager F and one Office Specialist 2 to administer a sustainability program.

The resources requested specific to Item D are $452,484 General Fund, 2 positions, 2.00 FTE.

How Achieved

A. Wellness Coordinator, Staffing, and Program Enhancements

The establishment of one Staff Wellness Coordinator position, in combination with a commitment to proper staffing levels and investment in health programs, demonstrates the department's commitment to achieving staff wellness across the organization. This position's primary function will be to research best practices for improving health and wellness of staff throughout the agency, identify cost-effective methods to implement programs, and monitor progress. The position will monitor individual program effectiveness, measure aspects of overall staff wellness, and ensure that the agency's investment in wellness programs achieves necessary goals.

C. Diversity and Inclusion

DOC is committed to ensuring a work environment free of any forms of harassment and discrimination. As part of this commitment, the agency also reinforces a culture in which every person has the right to work and advance on the basis of merit, ability, and potential. DOC currently has outcome measures to evaluate the efforts and confirm the commitment to diversity, equity, and inclusion of all persons. Currently DOC lacks the personnel and resources to staff these efforts. These two positions are critical to enable DOC to conform to the requirements of the Governor's Executive Order 17-11. These requirements include such responsibilities as:

- Leadership in implementing the agency's affirmative action plan;
- Incorporating the affirmative action plan;
- Having diversity, equity and inclusion responsibilities in executive and management position descriptions;
- Represent DOC in all Governor's Affirmative Action Office meetings;
- Ensuring compliance in the posting of the agencies affirmative action policy statements in visible areas;
- Ensuring agency affirmative action and DEI contact information is posted and available to all employees;
- Formulating and maintaining a communications plan to communicate to all employees about affirmative action resources available; and
- Track, evaluate, and measure trends in DOC of discrimination and harassment claims, and report such findings in the biennial affirmative action plan and provide DEI related training, professional development, including performance assessments and performance evaluations.

Implementing these positions enhances our resources and negates risk associated with the claims while ensuring a work environment that promotes a respectful workplace free of discrimination and harassment where all employees are free to work and advance on the basis of merit, ability and potential.

D. Natural Resource Conservation Program

DOC will continue to be a leader in sustainability and improve sustainable operations. Maintaining the current sustainability plan, tracking energy and water usage, and conservation efforts will ensure the agency manages resources responsibly.

Quantifying Results

A. Wellness Coordinator, Staffing, and Program Enhancements

Dedicated leadership for a DOC Wellness Program will:

- Ensure all employees have access to health and wellness resources;
- Ensure all employees get the same opportunities and quality of programming; and
- Ensure that DOC's investment produces the maximum benefit for its employees.

C. Diversity and Inclusion

DOC currently uses a scorecard to measure progress and success within its operations. The department currently tracks compliance with EO 17-11 as well as various measures including but not limited to the number of DEI related complains, agency specific parity statistics, and DEI related recruiting, hiring and retention rates. These positions would ensure continual improvement and success in these areas and more.

D. Natural Resource Conservation Program

DOC is committed to the sustainability and stewardship of our natural resources and environment. The department has a comprehensive sustainability plan and programs that meet or go beyond the metrics identified by the Oregon Sustainability Board. Leadership for the DOC sustainability program will ensure compliance and tracking with various Executive Orders and measures to improve sustainable operations in following:

- Energy and water conservation;
- Recycling and waste diversions;
- Green procurement;
- Greenhouse gas and emissions;
- Provide AICs with vocational skills in sustainability practices to aid in successful reentry into society;
- Provide environmental education and awareness to staff, volunteers, contractors, and AICs to change behaviors to eliminate waste; and

- Continue to utilize resources to partner with stakeholders in recovery of endangered species and native plants for habitat restoration projects.

Agency Request Budget

Staffing Impact

Positions	5
FTE	5.00

Revenue Source

General Fund	$1,078,030
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 109 - Central Support Initiatives

Cross Reference Name: Administrative 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	1,078,030	-	-	-	-	-	1,078,030
Total Revenues	**$1,078,030**	**-**	**-**	**-**	**-**	**-**	**$1,078,030**
Personal Services							
Class/Unclass Sal. and Per Diem	591,072	-	-	-	-	-	591,072
Overtime Payments	8,098	-	-	-	-	-	8,098
All Other Differential	13,180	-	-	-	-	-	13,180
Empl. Rel. Bd. Assessments	305	-	-	-	-	-	305
Public Employees' Retire Cont	134,900	-	-	-	-	-	134,900
Social Security Taxes	46,844	-	-	-	-	-	46,844
Unemployment Assessments	1,102	-	-	-	-	-	1,102
Worker's Comp. Assess. (WCD)	290	-	-	-	-	-	290
Mass Transit Tax	3,674	-	-	-	-	-	3,674
Flexible Benefits	175,920	-	-	-	-	-	175,920
Total Personal Services	**$975,385**	**-**	**-**	**-**	**-**	**-**	**$975,385**
Services & Supplies							
Instate Travel	8,465	-	-	-	-	-	8,465
Employee Training	7,500	-	-	-	-	-	7,500
Office Expenses	39,110	-	-	-	-	-	39,110
Data Processing	10,780	-	-	-	-	-	10,780
Other Services and Supplies	6,535	-	-	-	-	-	6,535
Expendable Prop 250 - 5000	16,405	-	-	-	-	-	16,405

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 109 - Central Support Initiatives

Cross Reference Name: Administrative 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	13,850	-	-	-	-	-	13,850
Total Services & Supplies	**$102,645**	**-**	**-**	**-**	**-**	**-**	**$102,645**
Total Expenditures							
Total Expenditures	1,078,030	-	-	-	-	-	1,078,030
Total Expenditures	**$1,078,030**	**-**	**-**	**-**	**-**	**-**	**$1,078,030**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							5.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.00**

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
1900164	MMS X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,937.00	142,488				142,488
								77,593				77,593
1900167	AAONC0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
1900168	MMN X1321	AP HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900169	MMS X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	7,208.00	172,992				172,992
								86,647				86,647
1900170	AAONC0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
		TOTAL PICS SALARY						591,072				591,072
		TOTAL PICS OPE						351,944				351,944
		TOTAL PICS PERSONAL SERVICES =	5	5.00	120.00			943,016				943,016

Administrative Services Division

110 Capital Renewal and Deferred Maintenance

Purpose

Policy Option Package 110 seeks to address the following funding needs:

A. Deferred Maintenance;
B. Capital Renewal;
C. Statewide Radio Replacement; and
D. Camera System Upgrades.

The resource request specific to Administrative Services is Item A.

A. Deferred Maintenance

The maintenance budget for Department of Corrections (DOC) facilities are generally insufficient to address the deterioration associated with 24-hour, seven-day per week institutions and related facilities that range from 10 years to 150 years in age. This funding shortfall has caused maintenance and repair actions to be deferred for budgetary reasons. The liability created by deferring repairs must be addressed to preserve the investment in buildings and infrastructure.

The recently completed Facilities Condition Assessment performed by Faithful and Gould found that DOC has a current need of $208,525,519 in both Deferred Maintenance and Capital Renewal needs. Corrective actions taken to address the deferred maintenance issues will not meet capitalization requirements established in the Oregon Accounting Manual. DOC plans to execute deferred maintenance work in the following five categories: building envelope, electrical systems, water systems, roofs, and underground infrastructure.

This request includes funding to abate and demolish dilapidated structures on DOC owned property in White City purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97 and additional staffing to manage this increased workload. This funding would enable DOC 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.

The resources requested specific to Item A are $12,006,202 General Fund, five positions, 5.00 FTE.

B. Capital Renewal

DAS recently entered into a contract with the consultant Faithful and Gould to conduct a statewide Facility Condition Assessment of all state owned facilities. This assessment revealed that DOC had significant Capital Improvement and Renewal needs in addition to the deferred maintenance needs. According to the assessment, DOC has a current need (through 2018) of $208 million in both Capital Improvement and Renewal and Deferred Maintenance at facilities across the state in order to protect and preserve the state owned buildings and related infrastructure. While DOC received $27 million to address some of these capital needs last biennium, if additional funding is not received the deferred maintenance will continue to grow and escalate and will reach $428 million by the end of 2028.

The resources specific to Item B are $29,940,691 Other Fund, seven limited duration bond funded positions, 0.00 FTE.

C. Statewide Radio Replacement

DOC operates and maintains an agency owned wireless communications system for use within each facility that does not provide radio service to other agencies. The systems installed at 10 locations have been in operation for 15 years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition. The current systems vary in design and capabilities. The primary differences in capabilities are due to age and original installation dates.

This package requests $15 million in Capital Construction funds to replace the communications systems at Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM) and Santiam Correctional Institution (SCI) in Salem, Columbia River Correctional Institution (CRCI) in Portland, Eastern Oregon Correctional Institution (EOCI) in Pendleton, Two Rivers Correctional Institution (TRCI) in Umatilla, and Powder River Correctional Facility (PRCF) in Baker City. The six locations in Salem would be consolidated on a multi-site system due to their close proximity, with single site systems installed at the remaining four locations. These replacement systems will meet current and future communications needs for the next 15-20 years. All replacement systems will be standardized and interoperable with the ability to communicate with state and local emergency services first responders.

The resources specific to Item C are $15,022,313 Other Fund, 0 Positions, 0.00 FTE.

D. Camera Systems Upgrades

Camera systems are a critical component to maintaining public safety by holding offenders accountable for their behaviors while incarcerated. They allow staff to safely monitor multiple areas and rapidly respond to fights, assaults, and other criminal activities inside

of the institutions in a timely manner preventing additional loss of property, injury or even death. DOC operates and maintains agency-owned camera systems at 14 institutions and other facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities made possible by more modern equipment, and additional camera locations.

Ten locations that need camera system upgrades are at the following sites; MCCF, OSCI, OSP, SCI, Shutter Creek Correctional Institution (SCCI), Deer Ridge Correctional Institution (DRCI), CDC, Coffee Creek Correctional Institution (CCCF), Snake River Correctional Institution (SRCI), and South Fork Forest Camp (SFFC).

The department is tasked with the custody and care of over 14,900 AICs. Many of these AICs are predatory offenders, have a history of violence, have mental health issues, or might be younger or older vulnerable AICs. Cameras are a necessary tool to help manage and keep the staff, visitors, contractors and AIC population safe. Because of this diverse population, there is a growing need for cameras in additional locations. Since video footage is key in holding AICs accountable for violent and assaultive behaviors through due process means, increased storage capabilities at these institutions is also necessary. The outcome of a more robust camera system that uses modern technology including the ability to store more information is a greater ability, to protect vulnerable and mentally challenged AICs and the staff that supervise them, and to be able to readily identify medical emergencies in remote locations.

While the camera systems are currently operational, there is an immediate need to add additional camera locations for the safety and security of the individuals who either reside at or visit these sites. The addition of camera locations requires upgrades and improvements to the current operating systems displayed in the table below.

Project Type	Cost
Cameras, Switches and Equipment	$5,034,115
Cable and Infrastructure	$230,000
Contracted Labor	$3,369,869
Total	**$8,633,804**

The resources specific to Item D are $8,633,804 Other Fund, 0 Positions, 0.00 FTE.

How Achieved

A. Deferred Maintenance

The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. DOC plans to execute work in the following five categories; building envelope, electrical systems, water systems, roofs, and HVAC systems.

White City Structure Demolition

The DOC-owned site near White City was selected and purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97. The site was purchased "as-is" and contained several dilapidated farm structures. These structures have been un-used and have continued to deteriorate over the past 20 years. There is significant risk to the state should one of these structures collapse and injure a person. The structures contain both asbestos and lead paint and will need to be demolished and disposed of according to DEQ rules. DOC is requesting $240,000 for the abatement and demolition of the buildings at White City.

10-Year Strategic Master Plan

DOC's facility drivers are largely related to the age of existing structures, and the fact that the built capacity of its institutions have been exceeded through the use of temporary and emergency beds, 880 as of March 1, 2018. The department's population has seen significant changes in recent years, most notably the growing geriatric residents. A 10 year Strategic Master Plan would help the department define its strategy and develop long-range goals and make decisions on allocating its resources to pursue this strategy. DOC is requesting $500,000 for the development of a 10 year strategic master plan.

Permanent Staff

DOC does not have sufficient staffing to manage the projects associated with addressing deferred maintenance and the Facility Condition Assessment. We are requesting a total of five positions (FTE) to support the management of these projects. The staff includes one Construction Project Manager 2, one Information Systems Specialist 7, one Electronic Security Technician, one Facility Operation Specialist 2, and one Plumber. DOC is requesting additional staff and S&S to address extensive travel costs in accomplishing projects throughout the state.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,652,635
Electrical System Repairs (FCA Identified)	$87,723
Water System Repairs (FCA Identified)	$591,071
Roofing System Repairs (FCA Identified)	$456,733
HVAC System Repairs (FCA Identified)	$5,268,021
White City Building Demolition	$240,000
10 Year Master Strategic Plan	$500,000
Project Management Position (C3268)	$242,112
Project Management Position (C1487)	$221,340
Project Management Position (C4051)	$205,951
Project Management Position (C4015)	$205,951
Project Management Position (C4005)	$205,951
Additional S&S for Project Management Positions	$190,312
Total	**$12,006,202**

B. Capital Renewal

Faithful and Gould (facility condition assessment)

The maintenance budgets for DOC facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day per week institutions and related facilities that range from 10 years to 150 years in age. The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. The Faithful and Gould assessment of 16 DOC facilities shows a need in excess of $208 million. DOC is requesting $29,940,691 million for Capital Renewal projects to address items in six categories noted on the Faithful and Gould Facility Condition Assessment.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,430,326
Electrical & Fire System Repairs (FCA Identified)	$1,615,394
Water System Repairs (FCA Identified)	$1,651,082
Roofing System Repairs (FCA Identified)	$12,762,087
HVAC (FCA Identified)	$5,019,150
Fire Systems (FCA Identified)	$650,788
Project Management – 7 Positions *	$5,462,652
TOTAL	**$29,940,691**

Limited Duration Staffing (facility condition assessment)

DOC does not have sufficient staffing to manage the projects associated with the Facility Condition Assessment. We are requesting a total of seven limited duration staff to support the management of these projects. The staff includes two Construction Project Managers, one Contract and Procurement Specialist, one Office Support and three Facility Operation Specialists. DOC is requesting additional limited duration staff.

*Limited Duration Position authority and funding for project management staff will be required for six years. The limited duration positions associated with Capital Construction projects are not entered into the Position Information Control System (PICS). These will be double-fills of existing positions during the projects.

C. Statewide Radio Replacement

Install complete P25 wireless communications systems at 10 corrections facilities. (P25 or APCO-25 is a suite of standards for digital mobile radio communications designed for use by public safety organizations in North America.) These systems will include all equipment and support structures (antenna, towers, and equipment shelters) necessary to provide turnkey operation. Equipment will be procured from State of Oregon contracts in place to support the State Radio Project. The new systems must be installed, commissioned and fully operational prior to deactivating and removing the existing systems. DOC is requesting one limited duration position (C2171) to perform contract oversight and administration for the project.

Reliable wireless communications systems are a critical element in ensuring our ability to protect life, maintain security and provide safety for staff and AICs. Not funding the replacement of obsolete wireless communications systems at the 10 locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, AICs, and the public.

LOCATION	DESIGN AND INSTALLATION COST
Two Rivers Correctional Institution	$2,185,700
Eastern Oregon Correctional Institution	$1,965,475
Oregon State Correctional Institution and Central Distribution Center	$2,922,190
Oregon State Penitentiary and Mill Creek Correctional Facility	$3,214,290
Santiam Correctional Institution and Oregon State Penitentiary Minimum	$2,103,360
Columbia River Correctional Institution	$803,605
Powder River Correctional Facility	$803,605
Project Management – 1 Positions *	$1,024,088
TOTAL	**$15,022,313**

*Limited duration position authority and funding for project management staff will be required for six years. The limited duration positions associated with Capital Construction projects are not entered into the PICS. These will be double-fills of existing positions during the projects.

D. Camera Systems Upgrades

If DOC receives the requested funding, additional cameras will be added at strategic locations that have a history of criminal activity and cannot be directly supervised by staff due to minimal staffing levels driven by budget shortfalls. Drug possession and distribution, gambling, assault, extortion, gang activities, arson, sexual activity, assault, and escapes are examples of some types of criminal activity that takes place in these unsupervised areas. With the necessary camera systems, staff will be able to monitor and supervise areas that would otherwise go unobserved. With this additional monitoring also comes an opportunity for staff to respond to and stop these types of activities, which prevents additional victimization of vulnerable AICs and assaults on staff. In addition to a better chance at prevention, staff will have the ability to review footage if a crime has been committed and hold the AICs accountable for their actions through a formal administrative review or criminal process, depending on severity of the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

Institution	Camera Equipment, Cable Infrastructure	Contracted Labor	Total
SCI	$105,000	$67,200	$172,200
SCCI	$386,265	$247,209	$633,474
SFFC	$201,996	$129,277	$331,273
OSCI	$150,000	$96,000	$246,000
MCCF	$95,000	$60,800	$155,800
DRCI	$125,000	$80,000	$205,000
CCCF	$400,854	$256,546	$657,400
CDC	$150,000	$96,000	$246,000
SRCI	$1,875,000	$1,200,000	$3,075,000
OSP	$1,775,000	$1,136,657	$2,911,657
TOTAL	**$5,264,115**	**$3,369,689**	**$8,633,804**

Quantifying Results

A. Deferred Maintenance

DOC will quantify results by tracking percent of variance of expended funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

B. Capital Renewal

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

C. Statewide Radio Replacement

DOC will quantify results by tracking total number of functioning hand held radios at each site compared to the actual need of hand held radios at each of the radio sites. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure.

D. Camera Systems Upgrades

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Process Measure. DOC will quantify the successful addition of cameras by tracking the percentage of incidents that can be successfully investigated using the additional video surveillance.

Agency Request Budget

Staffing Impact

Positions	5
FTE	5.00

Revenue Source

General Funds	$12,006,202

Other Funds	$0

2021-23 Fiscal Impact

The permanent positions and on-going costs will become part of the 2021-23 base budget. Start-up costs and one-time costs will be phased out as part of the 2021-23 budget development process. Other Fund Limitation approved for this project has a six year life but is always associated with the biennium in which it was approved. The limited duration positions would be phased out completely at the close of the project.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Capital Renewal & Deferred Maintenance

Cross Reference Name: Administrative 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	12,006,202	-	-	-	-	-	12,006,202
Total Revenues	**$12,006,202**	**-**	**-**	**-**	**-**	**-**	**$12,006,202**
Personal Services							
Class/Unclass Sal. and Per Diem	681,552	-	-	-	-	-	681,552
Empl. Rel. Bd. Assessments	305	-	-	-	-	-	305
Public Employees' Retire Cont	150,145	-	-	-	-	-	150,145
Social Security Taxes	52,138	-	-	-	-	-	52,138
Unemployment Assessments	1,227	-	-	-	-	-	1,227
Worker's Comp. Assess. (WCD)	290	-	-	-	-	-	290
Mass Transit Tax	4,089	-	-	-	-	-	4,089
Flexible Benefits	175,920	-	-	-	-	-	175,920
Total Personal Services	**$1,065,666**	**-**	**-**	**-**	**-**	**-**	**$1,065,666**
Services & Supplies							
Instate Travel	50,173	-	-	-	-	-	50,173
Employee Training	7,500	-	-	-	-	-	7,500
Office Expenses	39,110	-	-	-	-	-	39,110
Data Processing	10,780	-	-	-	-	-	10,780
Facilities Maintenance	10,796,183	-	-	-	-	-	10,796,183
Other Services and Supplies	6,535	-	-	-	-	-	6,535
Expendable Prop 250 - 5000	16,405	-	-	-	-	-	16,405

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Capital Renewal & Deferred Maintenance

Cross Reference Name: Administrative 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	13,850	-	-	-	-	-	13,850
Total Services & Supplies	**$10,940,536**	**-**	**-**	**-**	**-**	**-**	**$10,940,536**
Capital Outlay							
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	12,006,202	-	-	-	-	-	12,006,202
Total Expenditures	**$12,006,202**	**-**	**-**	**-**	**-**	**-**	**$12,006,202**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							5
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**5**
Total FTE							
Total FTE							5.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**5.00**

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
1900128	AAONC3268	AP CONSTRUCTION PROJECT MANAGER 2	1	1.00	24.00	02	6,606.00	158,544				158,544
								82,359				82,359
1900129	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900130	AAONC4015	AP FACILITY OPERATIONS SPEC 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
1900131	AAONC4005	AP PLUMBER	1	1.00	24.00	02	4,950.00	118,800				118,800
								70,563				70,563
1900132	AAONC4051	AP ELECTRONIC SECURITY TECH 2	1	1.00	24.00	02	5,450.00	130,800				130,800
								74,124				74,124
		TOTAL PICS SALARY						681,552				681,552
		TOTAL PICS OPE						378,798				378,798
		TOTAL PICS PERSONAL SERVICES =	5	5.00	120.00			1,060,350				1,060,350

Administrative Services Division

113 Other Funds Position Creation

Purpose
Establish Other Fund positions to guide, monitor and control the activities that produce Other Funds revenue from various agency activities. The Department of Corrections (DOC) is engaged in various activities that produce Other Funds revenue. As programs have grown, efforts to guide, monitor and control them has produced an increasing workload that has been historically handled as a collateral duty, through the use of double fills, or has simply not been accomplished. Through this Policy Option Package (POP), DOC requests positions to be established in three areas that have a reliable revenue stream which will fund the positions.

Policy Option Package 113 seeks to address the following:

A. Inmate Communications System
B. Work Crew Officers
C. Revenue Generating Support

The resources being requested for the Administrative Services Division are items A.

A. Inmate Communications System (ICS)

DOC contracts with an outside vendor to provide telephone and other communication services to adults in custody (AIC), which are an integral part of keeping those who are incarcerated connected to outside support systems such as friends and family. While DOC does not pay for this service, there are duties associated with the system that fall to DOC employees. DOC has recognized the extent of these duties and the impact their performance has on workload. The agency has also recognized the need to designate specific employees to manage the contract, ensure that AICs are represented fairly for quality of services, liaise with institution staff, respond to public records requests, implement new technology, and monitor intelligence gleaned from the vast amounts of data that the communications system generates. The current contract produces a commission, which is the Other Fund revenue source and is common for contracts of this nature. In DOC, future contracts for this service, will move to a reimbursement model for the documented costs of staff, but will still be paid by the vendor and constitute Other Funds revenue. The work described above is currently performed by employees in double filled positions. This package requests three new positions (PEM F, Project Manager 1, and Administrative Specialist 2 – 3.0 FTE) to resolve the double-fills.

This proposed action recognizes the work necessary to manage a service that is key for maintaining relationships by AICs in the communities where they will return upon release. DOC supports relationships with friends and family which ties directly to the agency's mission of reducing the risk of future criminal behavior.

The resources requested specifically for Item A are $706,025 Other Funds, three position, 3.00 FTE.

How Achieved

A. Inmate Communications System

Creating legislatively approved positions, funded by an existing Other Funds revenue stream, establishes a permanent program office to manage and facilitate the AIC communications system. This action focuses the inquiries and requests of the public to an established location in the agency and facilitates the dissemination of information to AIC's, friends and family, and DOC staff. It also provides for a workforce to manage the contract, ensure quality of services, and advocate for AIC needs. This model was developed over the life of the current contract, is proven, and currently in place. The establishment of Other Funded positions through this action will simply allow for the resolution of double filled positions.

Quantifying Results

A. Inmate Communications System

The overarching goals of the ICS program office is fundamental to the DOC mission and are multi-faceted in nature. Many of them may be measured using data currently available to gage success in implementation. This includes numbers of total communication events (e.g.: number of calls, number of e-messages, number of video visitations, etc.). This data gives insight into AIC support from friends and family, which is central for successful re-entry and transition back into society, promotes mental stability, and good behavior while in custody.

Professional dedicated program management for the ICS helps assure sustained and reliable delivery of service, timely issue resolution, and access to current level technologies, all which positively impact AIC quality of life and increase the safety and security of DOC staff, the AIC population, and the Oregon public. Measures that indicate success in these areas include total minutes of access to curated content, number of trouble requests filed, average response time to resolve, average system availability up-time, and average AIC access time to systems.

The data sets to support all proposed measures are established and currently accumulating data. The ICS program management office has already launched the data assembly process to create key metrics and establish reporting frequency.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Source

General Fund	$0
Other Funds	$706,025

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 113 - Other Funds Position Creation

Cross Reference Name: Administrative 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
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	398,448	-	-	-	398,448
Overtime Payments	-	-	5,459	-	-	-	5,459
All Other Differential	-	-	8,885	-	-	-	8,885
Empl. Rel. Bd. Assessments	-	-	183	-	-	-	183
Public Employees' Retire Cont	-	-	90,938	-	-	-	90,938
Social Security Taxes	-	-	31,579	-	-	-	31,579
Unemployment Assessments	-	-	743	-	-	-	743
Worker's Comp. Assess. (WCD)	-	-	174	-	-	-	174
Mass Transit Tax	-	-	2,477	-	-	-	2,477
Flexible Benefits	-	-	105,552	-	-	-	105,552
Total Personal Services	**-**	**-**	**$644,438**	**-**	**-**	**-**	**$644,438**
Services & Supplies							
Instate Travel	-	-	5,079	-	-	-	5,079
Employee Training	-	-	4,500	-	-	-	4,500
Office Expenses	-	-	23,466	-	-	-	23,466
Data Processing	-	-	6,468	-	-	-	6,468
Other Services and Supplies	-	-	3,921	-	-	-	3,921
Expendable Prop 250 - 5000	-	-	9,843	-	-	-	9,843
IT Expendable Property	-	-	8,310	-	-	-	8,310
Total Services & Supplies	**-**	**-**	**$61,587**	**-**	**-**	**-**	**$61,587**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 113 - Other Funds Position Creation

Cross Reference Name: Administrative 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
Total Expenditures							
Total Expenditures	-	-	706,025	-	-	-	706,025
Total Expenditures	**-**	**-**	**$706,025**	**-**	**-**	**-**	**$706,025**
Ending Balance							
Ending Balance	-	-	(706,025)	-	-	-	(706,025)
Total Ending Balance	**-**	**-**	**($706,025)**	**-**	**-**	**-**	**($706,025)**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900180	MMN X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	7,208.00		172,992			172,992
									86,647			86,647
1900181	AAONC0854 AP	PROJECT MANAGER 1	1	1.00	24.00	02	5,450.00		130,800			130,800
									74,124			74,124
1900182	AAONC0108 AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	02	3,944.00		94,656			94,656
									63,397			63,397
		TOTAL PICS SALARY							398,448			398,448
		TOTAL PICS OPE							224,168			224,168
		TOTAL PICS PERSONAL SERVICES =	3	3.00	72.00				622,616			622,616

Administrative Services Division

116 Technology Positions

PURPOSE

This policy option package seeks to address:

A. Funding for existing staff that are essential and in-line with the Oregon Department of Corrections (DOC) 10 year strategic plan, Destination 2026, and IT Services four year strategic plan.
B. Position authority for additional staff needed for the immediate critical and increasing demands for essential technology services.
C. Align DOC IT staffing level to the department's long-term needs for critical technology services. By increasing the IT positions it will support the required business needs to achieve the strategic plan.
D. Ongoing funding to support the needed annual technical training for the IT services staff.

In 2003, IT position reductions occurred as cost savings measures to offset budget shortfalls. This reduction trend continued through 2017 with a loss of over a dozen positions, at the same time that the demand for services increased. DOC opened three new prisons and expanded others during this timeframe. The shortage of these IT resources has substantially impacted cross-functional operations agency wide. Sufficient staffing is needed to maintain an IT program framework that supports the business and to obtain critical technology services improvements. Presently IT Services has a 24 to 1 staff to management ratio, which far exceeds the recommended ratio of 11 to 1.

Two independent studies recommended an IT to employee ratio between 3.4 percent and 5 percent. A 4 to 5 percent IT staffing level is common to other public sector organizations. This recent research completed by two independent vendors and subsequently validated with an assessment by DOC's Internal Audits unit, recommended that DOC's IT staffing positions be increased by 103 Full Time Employees (FTE). In conjunction to this research, DOC's IT Services assessment of critical systems and the resources needed to support such systems has identified an immediate need.

Research compiled key metrics related to budget and staffing (article G00291355), which indicated that DOC should have a total of 220 FTE positions in IT. This was based upon a yearly organizational operating budget within the $500 million to $1 billion range and a supported base of approximately 7,381 users. This includes community corrections staff, AIC workstations, and devices on the AIC/Law Library network. Of the recommended 220 FTE for IT positions, Gartner further broke down individual area of coverage as follows:

Total Size of IT Shop Calculations	
Profiles on I-Series (Users on DOC's primary System)	6472
Stand Alone AIC Machines	400
Law Library Devices	509
Effective size of FTE supported	7381
	$500M - $1B in Operating Budget
Gartner IT FTE percent	3.4 percent
Gartner IT shop size	220

* Gartner, G00291355, Page 17

Based on research and using IT staff to system user ratio, management recommended 225 FTE, a five percent IT staffing level common to other public sector organizations, which is described below:

Increase IT Staffing

A common measure of an IT organization's capacity is the ratio of IT staff to the users of the systems that IT supports. The IT staffing level depends partly on the level of funding and sourcing decisions such as the use of COTS products and outsourcing. Excluding staff and users outside DOC, including both the IT staff supporting the SDC and the 2,000 users of DOC systems in Community Corrections, the ratio of DOC IT Services staff to DOC IT system users is 77 to 4,500 or roughly 1.7 percent. This is significantly less than the roughly 5 percent IT staffing level common to other public sector organizations. This low level of staffing is a primary contributing factor to a number of the gaps identified in this assessment. DOC ITS should seek additional funding to hire the additional staff necessary to address these gaps.

*MTG Information Technology Assessment Report July 12, 2013, page 69.

Increasing the number of IT services positions is needed to sufficiently align DOC's IT Services staffing levels in an attempt to meet the department's critical and increasing need for essential technology services. Funding is also required for technical training in closing the gaps between technical skills, knowledge, and systems transformation, which affords IT Services the opportunity to support the department successfully. This request impacts the business directly as IT Services can drastically improve their support model and efficiencies towards DOC's business needs. Today, the current ratio of DOC IT Services staff to DOC IT users is 77 to 4,700 or roughly

1.64 percent—less than half of the 3.4 percent to 5 percent industry standard recommended. (The 1.64 percent ratio is based on PICS permanently funded FTE.)

How Achieved

A. Funding for existing positions

- Re-class position 0500624 Chief Information Officer (CIO) from PEM-F to PEM-H
- Re-class position 9512415 Application Services Administrator from PEM-E to PEM-F
- Re-class position 0700129 Information Systems Services Administrator from PEM-E to PEM-F
- Re-class position 8919013 Technical Support Services Administrator from PEM-E to PEM-F
- Re-class position 9512339 IT Project Governance and EA Administrator from PEM-E to PEM-F
- Re-class position 9300005 IT Info Specialist from ISS6 to ISS7
- Add PEM-E position for Technology Assurance Manager (currently double-filled position)*
- Add PEM-E position for Service Desk Manager (currently double-filled position)
- Add ISS8 position for Data Warehouse Senior Database Administrator (currently double-filled position)
- Add ISS7 position for IT Assurance Analyst (vacant double-fill)*
- Add ISS7 position for Database Administrator (currently double-filled position)
- Add ISS8 position for Cloud Communications Engineer (currently double-filled position)
- Change funding for position 0700108 Office Specialist 2 from Other funded to General Funded

The reclasses for the PEM series positions are to align the management oversight with the needed organizational structure for the Information Technology Unit.

The additional positions are to address:

- The replacement of two positions moved from the department to the Enterprise Security Office. These positions are necessary for DOC to maintain the level of security required by the State CIO.
- The addition of one management position to establish new enterprise standards in addressing critical end-user support needs. Providing vision and assisting in the transformation from DOC IT Services' Helpdesk towards an Enterprise Service Desk and additionally improves the staff to manager ratio for Technical Support Services.
- The addition of one position is essential in managing existing platforms while transforming DOC towards O365 collaboration platforms, including the responsibility to assure Audio/Video conferencing is available to the business and mandatory sites.
- The addition of two positions is essential to maintain critical data base support functions which includes DOC's data warehouse.

- The added positions are necessary and urgently needed and were established as double-fills with the original intent to use existing service and supply dollars to fund these positions in 2019-21 budget. With the 2017-19 S&S reduction, there is no available S&S dollars to complete the original funding strategy.
- Position 0700108 is an OF position that has been utilized to complete general funded work. IT does not have any OF revenue source to pay for an OF position.

These additional positions will give IT the capacity to interface with the business units and help with the alignment of IT services to the business units computing requirements. The Assurance Manager and supporting staff will increase compliance to the ESO, Secretary of State Audits and industry data security best practices. The assurance team will provide the expertise needed to perform the agency's daily operational assurance needs, not part of ESO's services. By not filling these positions, the agency is subjected to higher risks and potential negative impacts on maintaining public safety.

Funding is also requested for technical training in closing the gaps between technical skills/knowledge and modernized new systems for these additional staff. This will afford IT Services the opportunity to support the department successfully. DOC seeks funding to support the needed annual technical training for the IT staff. Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements.

The resources requested specific to Item A are $1,784,819 General Fund, 6 positions, 6.00 FTE.

B. Position authority for staff needed for the immediate critical and increasing demands

Increasing the number of IT Services positions is immediately needed to ensure the DOC IT Services staffing levels modestly meet most of the department's critical and increasing demands for essential technology services and compliance. This component requests 14 additional positions which represents an overall DOC staffing increase of 0.3 percent

PEM-G Deputy CIO

- ISS8 Senior Project Manager
- ISS8 Senior Business Analyst (x2)
- ISS8 Senior Business Solutions Architect
- ISS8 Senior Software Quality Assurance Engineer
- ISS8 Senior Systems Analyst (x2)
- ISS7 IT Contracts and Receiving Analyst
- ISS7 IT eDiscovery Records Analyst
- ISS6 IT System Center Administrator

- ISS6 IT Asset & Lifecycle Program Manager
- ISS5 IT Change Manager
- ISS3 Service Desk Analyst (Swing Shift)

These additions to the Agency's IT Services will allow the CIO to perform the strategic duties and manage external partnerships while the Deputy performs the internal IT operational duties. The Contracts Analyst performs the management and negotiation of the IT related contracts and acts as the liaison between IT vendors. Dedicated staff for asset management (hardware and software) will align DOC with continuous lifecycle policy compliance, processes and procedures and mandatory reporting requirements. In addition, dedicated staff will ensure inventory controls.

The current number of Service Requests (Service Request Governance Committee work efforts) and top priority IT projects is 129. Some of these projects have or will have Office of the State CIO governance applied to them. One of the challenges for DOC is the startup of a business project with technology components. This POP asks for more staff within the DOC IT Project Governance unit which would provide much needed capacity to maintain support of the current projects by allocating internal IT project staff with the business partners. This ability adheres/aligns to the Stage Gate and project requirements which is essential to the success of a project based on PMBOK standards. Today we have a void in this area and it has presented many challenges to business partners and IT Services. This additional capacity also provides increased efficiency and DOC will also decrease the risk of audit findings regarding equipment ownership and data security.

The management positions requested will provide adequate leadership and oversight based on our DOC's IT strategic services organization. Other state agencies (Revenue, Energy, Human Services, and Transportation) have been aligned in accordance with this support model, i.e. who have a Deputy CIO. These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency.

Funding is also requested for technical training to close gaps between technical skills/knowledge and modernized new systems for these additional staff. Technology training is required to keep staff up to date with industry changes and best practices. Keeping staff currently trained offsets the need for external expertise which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents, disruptive downtime and identifying technical vulnerabilities towards full remediation. Training for organizational change management allows organizational change expertise that will help transform the DOC culture to better align with its strategic plans and improve employee wellness.

DOC has existing facility capacity to house the additional positions in this request.

The resources requested specific to Item B are $3,596,534 General Fund, 14 position classifications, 14.00 FTE.

C. Staffing to align the department's long-term needs for critical technology services

This request seeks to align DOC's IT staffing level by increasing the number of IT positions to match the strategic services roadmap which identifies the critical service areas and the platforms and resources to needed to support them. This component request 43 additional positions which represents an overall DOC staffing increase of 0.9 percent.

- Application Services:
  - Three ISS7 Third Party Application Integration Management Analysts
  - One ISS8 Senior Application Solutions Architect
  - One ISS8 Senior Database Administrator/Data Modeler
  - Four ISS7 Data Analysts
  - Three ISS7 Application Quality Assurance Testing and Training Analysts
  - Four ISS7 Mobility Services Engineers
  - One PEM E SA/QA Services Manager (what is SA?)
  - One PEM E Data Services/Development/Operations Manager?
  - One PEM E Application Development and Support Manager
  - One OS2 Office Support Staff

These additions to the Application Services team will allow:

- Adding Quality Assurance services, Application Testing services, Release management services , Technical Writing, and Application Training services
- Adding Dev / OPs functions such as Application Platform management, Technology Stack management, and Interoperability services
- Adding Big Data services such as Data Management and Data Analytics services
- Adding Mobility skills for mobile app services
- Adding third party application integration management services
- Sufficient management services staff

Information Systems Services:

- One PEM D management staff (Information Systems Manager)
- One ISS7 Domain Administrator
- One ISS6 Network Administrators
- One ISS7 System Engineer
- One ISS8 Senior Intranet/Extranet Administrator
- One ISS7 Enterprise Mobile Management Administrator

- One ISS7 Unified Communications Analyst

These positions would provide complete and comprehensive information systems management services. This staffing will provide the opportunity to engage in strategic planning and the ability to implement lower-cost, higher-efficiency technical solutions for communications, networking, security and telephony. The resulting planning and operational support capabilities will ensure greatly improved and timely response to DOC business needs. Information Systems spends the vast majority of its time reacting to circumstances - much to the detriment of strategic and long-term planning. This has prevented DOC from upgrading software and systems and effectively monitoring system environments to proactively address incidents and problems before they impact the DOC community.

Additional staff would result in faster incident resolution and more reasonable and timely solutions for business requests in areas such as communication, education, and security. It will also allow for adequate resources to research emerging technologies that will provide business units greater capabilities in such areas as intranet, mobile-based computing and, shared resources. It will also allow Information Systems to contribute more meaningfully to the safe and secure operation and fulfillment of DOC institutions, responsibilities and operations.

IT Project Governance and Enterprise Architecture:

- One PEM E Project Delivery Office Manager
- One ISS8 Senior Program Manager
- One ISS6 Project Coordinator
- One AAS1 Administrative Assistant

These positions to the IT Project Governance and Enterprise Architecture unit will establish a holistic approach to providing technology services aligning with industry best practices and to support the Office of the State CIO’s oversight processes. This approach would establish a team collectively analyzing, managing, and delivering current and proposed DOC projects based on various characteristics as well as IT investments initiatives supporting DOC’s strategic plan (Destination 2026).

IT Support Services:

- One ISS3 Service Desk Analyst
- Nine ISS5 Technical Support Analysts (distributed statewide)
- One PEM D East Region field staff Manager
- One PEM D West Region field staff Manager

These additions to the IT Support Services and Service Desk teams will allow:

- Increased management oversight.
- Adding nine Technical Support Analysts would substantially improve our analyst-to-supported user ratio resulting in 130 users to 1 analyst. These staff will be distributed statewide to meet the need for business analysis, end user technology training, and support for increasing AIC access to automation needs.
- In so doing, DOC adds a much-needed dimension and provides for increased efficiencies to the business and partners based on Information Technology Infrastructure Library best practices.
- Increased security posture.
- Adding one Service Desk staff will provide coverage improvements; increase the efficiencies of problem resolution for 24x7 business needs.

The resources requested specific to Item C are $10,502,771 General Fund, 43 positions, 43.00 FTE.

D. Annual technical training for existing IT Services Staff

Funding is also requested for technical training in closing the gaps between technical skills and knowledge and modernized new systems for existing staff. This will afford IT Services the opportunity to support the department successfully. DOC seeks funding to support the needed annual technical training for the IT staff. Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements.

Technology training is required to keep staff up to date with industry changes and best practices. Adequately trained employee's offsets the need for external expertise which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents, disruptive downtime and identifying technical vulnerabilities towards full remediation. Training for organizational change management allows organizational change expertise that will help transform the DOC culture to better align with its strategic plans and improve employee wellness.

The resources requested specific to Item D are $466,904 General Fund, 0 positions, 0.00 FTE.

Quantifying Results

The strategic initiatives this concept plans to support are:

- Oregon Governor's priority and core value
    - One of the Governor's core values is the efficient and effective delivery of government services.

  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.
- DOC ten year strategic plan, Destination 2026: Agency Destination 2026 “modern tools and technology are in place” and we are demonstrating innovative, efficient, and sustainable business practices.
- CORE Processes:
  - The supporting process (SP), SP 3.1 - Providing IT and communication services; by obtaining sufficient trained IT staff to provide IT services at the level required by the agency and its partners. This is a supporting process.
  - The Supporting Process (SP), SP 4.1, 4.3, and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.

DOC will quantify and measure the results of the efforts described in this POP by the following:

- Allowing for the development of critical expertise in IT for key areas and to support cross-training that will maximize retention of skilled IT staff. DOC IT Services anticipates an overall staff retirement rate of 30-40 percent within the next five years.
- The number of support cases processed by the Technology Assurance Team has increased by over 50 percent in the past year.
- CIO Office dedicates >70 percent on daily tactical operational tasks which impedes outward facing and strategic tasks to be accomplished.
- Quality assurance (QA) establishes, maintains and enforces set requirements for developing reliable software applications. IT Services currently utilizes developers to perform limited ad-hoc QA. Dedicated FTE resources will permit a focus on reliable QA processes. The QA work unit is meant to increase customer confidence and IT credibility, while also improving work processes and efficiency by making the output measurable.
- DOC is a 24/7 operating agency. DOC staff have limited after hour support. Limited support is causing service delays in resolving major incidents.
- Current volume of IT Service Requests/ Projects equals 129; current demand exceeds the FTE to support these work efforts.
- DOC operates out of 25 geographically disbursed sites that includes over 12,000 hardware assets. Having zero (0) fulltime FTE towards Asset Management is causing a lack of adequate centralized asset controls for software and hardware. Dedicated FTE resources will ensure accurate inventory and cost control, enforcement of risk management and streamlined lifecycle management.
- Having zero (0) fulltime FTE for IT Change Management is resulting in 48 percent of changes not properly documented or failed. This impacts the business directly.

Agency Request Budget

Staffing Impact

Positions	63
FTE	63.00

Revenue Source

General Fund	$16,351,028
Other Fund	$0

2021-2023 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 116 - IT Services Staffing

Cross Reference Name: Administrative 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	16,351,028	-	-	-	-	-	16,351,028
Total Revenues	**$16,351,028**	**-**	**-**	**-**	**-**	**-**	**$16,351,028**
Personal Services							
Class/Unclass Sal. and Per Diem	9,065,040	-	-	-	-	-	9,065,040
All Other Differential	124,543	-	-	-	-	-	124,543
Empl. Rel. Bd. Assessments	3,843	-	-	-	-	-	3,843
Public Employees' Retire Cont	2,024,451	-	-	-	-	-	2,024,451
Social Security Taxes	702,993	-	-	-	-	-	702,993
Unemployment Assessments	16,543	-	-	-	-	-	16,543
Worker's Comp. Assess. (WCD)	3,654	-	-	-	-	-	3,654
Mass Transit Tax	55,138	-	-	-	-	-	55,138
Flexible Benefits	2,216,592	-	-	-	-	-	2,216,592
Other OPE	-	-	-	-	-	-	-
Total Personal Services	**$14,212,797**	**-**	**-**	**-**	**-**	**-**	**$14,212,797**
Services & Supplies							
Instate Travel	106,659	-	-	-	-	-	106,659
Employee Training	939,404	-	-	-	-	-	939,404
Office Expenses	492,786	-	-	-	-	-	492,786
Data Processing	135,828	-	-	-	-	-	135,828
Other Services and Supplies	82,341	-	-	-	-	-	82,341
Expendable Prop 250 - 5000	206,703	-	-	-	-	-	206,703

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 116 - IT Services Staffing

Cross Reference Name: Administrative 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	174,510	-	-	-	-	-	174,510
Total Services & Supplies	**$2,138,231**	**-**	**-**	**-**	**-**	**-**	**$2,138,231**
Total Expenditures							
Total Expenditures	16,351,028	-	-	-	-	-	16,351,028
Total Expenditures	**$16,351,028**	**-**	**-**	**-**	**-**	**-**	**$16,351,028**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							63
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**63**
Total FTE							
Total FTE							63.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**63.00**

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
1900212	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162
1900213	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162
1900214	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900215	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900216	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900217	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900218	MMN X7012	IP PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	02	10,121.00	242,904				242,904
								107,397				107,397
1900219	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900220	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900221	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900222	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900223	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900224	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461

SUMMARY XREF:006-00-00 Administrative Services Divisi PACKAGE: 116 - IT Services Staffing

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
1900225	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900226	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900227	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900228	AAONC1486	IP INFO SYSTEMS SPECIALIST 6	1	1.00	24.00	02	5,360.00	128,640				128,640
								73,483				73,483
1900229	AAONC1486	IP INFO SYSTEMS SPECIALIST 6	1	1.00	24.00	02	5,360.00	128,640				128,640
								73,483				73,483
1900230	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900231	AAONC1483	IP INFO SYSTEMS SPECIALIST 3	1	1.00	24.00	02	4,127.00	99,048				99,048
								64,700				64,700
1900232	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900233	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900234	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900235	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900236	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900237	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628

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
1900238	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900239	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900240	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900241	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900242	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900243	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900244	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900245	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900246	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900247	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900248	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162
1900249	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162
1900250	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162

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
1900251	AAONC0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
1900252	MMN X7006	IP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	6,862.00	164,688				164,688
								84,183				84,183
1900253	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900254	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900255	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900256	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900257	MMN X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	7,561.00	181,464				181,464
								89,162				89,162
1900258	AAONC1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	02	6,480.00	155,520				155,520
								81,461				81,461
1900259	AAONC1486	IP INFO SYSTEMS SPECIALIST 6	1	1.00	24.00	02	5,360.00	128,640				128,640
								73,483				73,483
1900260	AAONC0107	AP ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	02	3,600.00	86,400				86,400
								60,947				60,947
1900261	AAONC1483	IP INFO SYSTEMS SPECIALIST 3	1	1.00	24.00	02	4,127.00	99,048				99,048
								64,700				64,700
1900262	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900263	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976

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
1900264	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900265	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900266	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900267	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900268	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900269	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900270	AAONC1485	IP INFO SYSTEMS SPECIALIST 5	1	1.00	24.00	02	5,008.00	120,192				120,192
								70,976				70,976
1900271	MMN X7006	IP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	6,862.00	164,688				164,688
								84,183				84,183
1900272	MMN X7006	IP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	6,862.00	164,688				164,688
								84,183				84,183
1900273	AAONC1487	IP INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	02	5,942.00	142,608				142,608
								77,628				77,628
1900274	AAONC1486	IP INFO SYSTEMS SPECIALIST 6	1	1.00	24.00	02	5,360.00	128,640				128,640
								73,483				73,483
		TOTAL PICS SALARY						9,065,040				9,065,040
		TOTAL PICS OPE						4,914,568				4,914,568
		TOTAL PICS PERSONAL SERVICES =	63	63.00	1512.00			13,979,608				13,979,608

Administration Services Division

117 Human Resource Staffing

Purpose
Policy Option Package 117 seeks to address the following:

A. Employee/Labor Relations Positions
B. Applicant Background Investigation Positions

A. Employee/Labor Relations Positions

This policy option package requests additional support for our one Human Resource (HR) legal affairs coordinator who responds to information requests as a result of subpoenas, PECBA information requests from our union partners, and general public records requests. If approved, this package would add one additional position within HR and provide additional support and capacity for DOC to process and respond to information requests. Recent changes to the Oregon public records law establishes specific deadlines for public agencies to acknowledge and complete public records requests. This additional position is critical to our ability to meet those timelines when responding to information requests.

DOC has a long proven track record of responding timely to requests for information from both our internal or external customers. Recently, we have struggled to meet our own expectations as well as our customers when it comes to timely delivery of documents. We work hard to develop solid working relationships with our labor partners and our fellow agencies. Currently there is only one position to handle these request for the entire DOC. Given the new ORS deadlines, we are finding it increasingly difficult to meet the expectations required of us. We must recognize the risk associated with the new ORS deadlines and act to avoid public scrutiny and potential penalties.

This policy option package allows DOC to respond within the specific timelines outlined in ORS192.324 and meet the expectation on the new requirements. It allows for us to maintain our established relationships with AFSCME and AOCE. This additional position will allow for consistent and adequate coverage when our staff member is out on leave as production deadlines are not typically extended due to someone being out on leave.

Year	# of information requests received
2015	121
2016	135
2017	170

Establish positions for the purpose of reducing the amount of time an investigation takes to be completed and increase the likelihood that a staff member will have general HR policy discussions with a staff member who does not perform investigations.

The length of time an investigation takes to complete places high levels of stress on the individuals under investigation. In addition to the stress involved, once the investigation is complete staff then often feel uneasy getting HR advice on FMLA, leave usage or advancing their career path from the same HR manager who recently interviewed them for an investigation.

The number of opened investigations has grown over the past five years. In addition to the number of investigations, we are experiencing more staff requesting a different investigator due to perceptions around one being fair and unbiased. These requests make it difficult to find a new investigator in the area with availability to take on the case.

Currently, the agency has 10 HR manager positions that perform both general HR duties as well as conducting HR investigations. These staff are stationed at our larger correction institutions and are a part of the onsite staff. However, eight facilities operate without an onsite HR manager or on site HR investigator. This presents challenges when there is an immediate need to conduct an HR investigation and we have to arrange for an investigator to travel to the location. This process impacts the amount of time it takes for an investigation to be completed.

DOC has determined that it needs an additional five HR Analyst 3 positions to address this function. The HR Analyst 3 classification allows versatility between HR generalist work and HR investigation work. These positions will help us reduce the amount of time investigations take to be completed and allow HR policy discussions to be held with non-investigative staff.

Year	# of HR Investigations
2013	344
2014	392
2015	366
2016	477
2017	406

The resources requested specifically for Item A are $1,409,816 General Fund, 6 positions, 6.00 FTE.

B. Applicant Background Investigation Positions

Increasing the number of HR staff to conduct backgrounds is needed to shorten the amount of days required to complete background investigations. Currently, each background investigation takes on average 20 business days to complete. Initiating the applicant's

background investigation can be delayed for reasons such as the applicant not having all of the required documents to start the background, the applicant wanting to work for a location that doesn't have immediate availability and lack of applicant provided references participating in our background investigation. All of these factors that slow completion of our background investigation can be addressed with this policy option package.

If approved, these additional positions will allow our background unit to rely less on temporary employees. We consistently utilize 3 – 4 temporary employees to meet our customers' expectations for background investigations. Additionally, our background investigators frequently work overtime to complete of investigations in a timely manner. This policy option package would reduce our overtime and allow for better, more consistent background investigation conducted by a permanent DOC employee.

Number of backgrounds started in last 12 months (2/17 – 1/18)	**494**
Total Correctional Officer hires in last 12 months (2/17 – 1/18)	**222**

The resources requested specifically for Item B are $642,870 General Fund, 3 positions, 3.00 FTE.

How Achieved

A. Employee/Labor Relations Positions

DOC proposes adding one additional HR Analyst 2 position to the Legal Affairs work unit. If approved, this position and the current Legal Affairs position will work with DOC's IT unit, agency managers and our partners from outside agencies to produce the documents outlined in each request. The HR Analyst 2 will support production of documents and processing of legal actions involving a DOC employee on a statewide level.

Implementing this position enhances our resources and negates risk associated with the deadlines in ORS, establishes positions for the purpose of reducing the amount of time an investigation takes to be completed and increase the likelihood that a staff member will have general HR policy discussions with a staff member who does not perform investigations.

The length of time an investigation takes to complete places high levels of stress on the individuals under investigation. In addition to the stress involved, once the investigation is complete staff then often feel uneasy getting HR advice on FMLA, leave usage or advancing their career path from the same HR manager who recently interviewed them for an investigation.

The department needs additional positions to conduct investigations because the number of opened investigations has grown over the past five years. We are also experiencing more staff requesting a different investigator due to perceptions around one being fair and unbiased. These requests make it difficult to find a new investigator in the area with availability to take on the case.

DOC currently supports 10 HR manager positions that perform both general HR duties as well as conducting HR investigations. These staff are stationed at our larger correction institutions and are a part of the onsite staff. However, 8 facilities operate without an onsite HR manager or on site HR investigator. This presents challenges when there is an immediate need to conduct an HR investigation and we have to arrange for an investigator to travel to the location. This process impacts the amount of time it takes for an investigation to be completed.

DOC has determined that it needs an additional five HR Analyst 3 positions to address this function. The HR Analyst 3 classification allows versatility between HR generalist work and HR investigation work. These positions will help us reduce the amount of time investigations take to be completed and allow HR policy discussions to be held with non-investigative staff.

Year	# of HR Investigations
2013	**344**
2014	**392**
2015	**366**
2016	**477**
2017	**406**

By distributing the requested five positions to DOC locations based on work need, HR can provide the level of service that our managers and employees expect. Assigning one position to DRCI will provide the necessary HR presence in order to accomplish HR generalist goals. The remaining four HRA three positions could be distributed to provide additional investigation coverage to DRCI, the Salem area, CCCF and SRCI.

These additional positions will reduce dependency on temporary employees to address our HR work need. This means DOC employees will have their HR needs addressed by full time permanent employees. By not filling these positions, the agency is subjected to negative scrutiny from DAS and our own labor partners.

B. Applicant Background Investigation Positions

3 – HR Investigator 2 positions

Quantifying Results

A. Employee/Labor Relations Positions

DOC's Legal Affairs work unit currently tracks the number of information requests that are filed and the amount of time until closing those requests. We believe this additional position will reduce the amount of time it takes for us to complete information requests and document production requests. We will continue to track this key indicator as it is important to our ongoing relationships with our customers.

If this policy option package is approved, the DOC expects a significant drop in the amount of time required to complete investigations. Tracking the amount of time investigations remain open will be a CORE measurable and is a cornerstone to key divisional improvements we see in the next 18 months.

B. Applicant Background Investigation Positions

If this policy option package is approved, HR expects overtime hours to be reduced and a significant drop in the amount of days required to complete a background investigation. These actions are fundamental to HR's delivery of a better, more customer service minded approach to our business.

HR currently tracks to number of days required to complete background investigations and the amount of days it takes from application received to hire date. These additional positions will allow us to reset expectations for these key areas and delivery a timelier product to our stakeholders.

Agency Request Budget

Staffing Impact

Positions	9
FTE	9.00

Revenue Source

General Fund	$2,052,686
Other Funds	$0

2021-23 Fiscal Impact

The positions and ongoing costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 117 - HR Staffing

Cross Reference Name: Administrative 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	2,052,686	-	-	-	-	-	2,052,686
Total Revenues	**$2,052,686**	**-**	**-**	**-**	**-**	**-**	**$2,052,686**
Personal Services							
Class/Unclass Sal. and Per Diem	1,146,960	-	-	-	-	-	1,146,960
Overtime Payments	15,714	-	-	-	-	-	15,714
Shift Differential	-	-	-	-	-	-	-
All Other Differential	25,576	-	-	-	-	-	25,576
Empl. Rel. Bd. Assessments	549	-	-	-	-	-	549
Public Employees' Retire Cont	261,774	-	-	-	-	-	261,774
Social Security Taxes	90,906	-	-	-	-	-	90,906
Unemployment Assessments	2,139	-	-	-	-	-	2,139
Worker's Comp. Assess. (WCD)	522	-	-	-	-	-	522
Mass Transit Tax	7,129	-	-	-	-	-	7,129
Flexible Benefits	316,656	-	-	-	-	-	316,656
Total Personal Services	**$1,867,925**	**-**	**-**	**-**	**-**	**-**	**$1,867,925**
Services & Supplies							
Instate Travel	15,237	-	-	-	-	-	15,237
Employee Training	13,500	-	-	-	-	-	13,500
Office Expenses	70,398	-	-	-	-	-	70,398
Data Processing	19,404	-	-	-	-	-	19,404
Other Services and Supplies	11,763	-	-	-	-	-	11,763
Expendable Prop 250 - 5000	29,529	-	-	-	-	-	29,529

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 117 - HR Staffing

Cross Reference Name: Administrative 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	24,930	-	-	-	-	-	24,930
Total Services & Supplies	**$184,761**	**-**	**-**	**-**	**-**	**-**	**$184,761**
Total Expenditures							
Total Expenditures	2,052,686	-	-	-	-	-	2,052,686
Total Expenditures	**$2,052,686**	**-**	**-**	**-**	**-**	**-**	**$2,052,686**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							9
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**9**
Total FTE							
Total FTE							9.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**9.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900275	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,650.00	135,600				135,600
								75,550				75,550
1900276	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,650.00	135,600				135,600
								75,550				75,550
1900277	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900278	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900279	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900280	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900281	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,650.00	135,600				135,600
								75,550				75,550
1900282	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,650.00	135,600				135,600
								75,550				75,550
1900283	MMN X1322 AP	HUMAN RESOURCE ANALYST 3	1	1.00	24.00	02	5,650.00	135,600				135,600
								75,550				75,550
		TOTAL PICS SALARY						1,146,960				1,146,960
		TOTAL PICS OPE						658,150				658,150
		TOTAL PICS PERSONAL SERVICES =	9	9.00	216.00			1,805,110				1,805,110

Administrative Services Division

119 Fire Safety Systems

Purpose

Policy Option Package 119 seeks to address funding needs:

A. Staffing for agency safety to oversee statewide DOC safety, Occupational Safety and Health Administration (OSHA), and other regulatory requirements.
B. Staffing to oversee statewide fire system testing and maintenance.
C. DOC safety structure consists of one Safety Administrator that oversees all DOC locations. While the agency's safety program has made significant positive strides under this structure, it is considerably understaffed. One person centrally located is not sufficient to deal with safety issues and claims statewide at 14 different institutions and additional support sites.

   This POP requests five additional staff to include one Safety Administrator PEM E, one Eastside Safety Specialist PEM D, one Program Analyst 2, and two Human Resource Analyst 2.

The resources requested for Item A are $1,167,172 General Fund, 5 positions, 5.00 FTE.

DOC does not have the specialized equipment necessary, nor do its employees meet the qualified technician standard to perform fire alarm and suppression system inspections, testing, and repair. DOC has competitively advertised and awarded agency specific price agreements for these required services. The price agreements meet the minimum National Fire Protection Association (NFPA) requirements as adopted by the Oregon State Fire Marshal and will require expending $1,625,260 per biennium for the inspections at all DOC institutions and 2 administration facilities. When the inspections are performed, deficiencies are documented requiring correction. Repair costs following the inspections have averaged 27 percent of the inspection costs. The combined biennial cost for the inspections and correction of the deficiencies identified is $2,064,081.This cost that has not been previously factored into DOC's budget.

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 AICs.

The resources requested for Item B are $4,120,223 General Fund, 2 positions, 2.00 FTE.

How Achieved

A. The requested positions to oversee the safety, OSHA and other regulatory requirements will:

Safety Administrator:

- Oversees the safety and fire programs/staff for the agency;
- Deals with OSHA and other regulatory agencies for inspections/fines/citations;
- Maintains the budget for safety and fire;
- Deals with the union concerns and agency wide decisions; and
- Focuses on the west side safety and Fire related topics.

Westside Workers Compensation Specialist:

- Handles all the Westside workers compensation and off the job injury cases;
- Provides safety and fire support; and
- Works with the Safety Administrator to reduce claims and time loss.

Eastside Workers Comp Specialist:

- Handles all the eastside workers compensation and off the job injury cases;
- Provides safety and fire support; and
- Works with the Safety Administrator to reduce claims and time loss.

Eastside Safety/Fire Specialist:

- This position would focus on safety/fire related topics/training for the eastside Program Analyst II;
- This position would schedule the agency fire system testing for all locations; and
- This position would work directly with the Safety Administrator to maintain and dispense fire system budgeted monies.

B. DOC has fire systems at 17 facilities. All of these services are included in a convenience price agreement with a single contractor to perform both system testing and maintenance. DOC will ensure system testing is completed at each site by assigning funding responsibility for inspections and testing to a single cost center controlled by the Safety Program. DOC requests two FTE positions (one management and one represented) to coordinate scheduling and documentation of the required inspections and correction of identified inspection deficiencies.

DOC requests an additional $2,532,069 added to the operating budget to fund the inspections, repairs and program administration.

Agency Request Budget

Staffing Impact

Positions	7
FTE	7.00

Revenue Source

General Fund	$5,287,395
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the base budget in 2021-23. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 119 - Safety & Fire Compliance

Cross Reference Name: Administrative 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	5,287,395	-	-	-	-	-	5,287,395
Total Revenues	**$5,287,395**	**-**	**-**	**-**	**-**	**-**	**$5,287,395**
Personal Services							
Class/Unclass Sal. and Per Diem	893,208	-	-	-	-	-	893,208
Overtime Payments	12,237	-	-	-	-	-	12,237
All Other Differential	19,919	-	-	-	-	-	19,919
Empl. Rel. Bd. Assessments	427	-	-	-	-	-	427
Public Employees' Retire Cont	203,858	-	-	-	-	-	203,858
Social Security Taxes	70,791	-	-	-	-	-	70,791
Unemployment Assessments	1,665	-	-	-	-	-	1,665
Worker's Comp. Assess. (WCD)	406	-	-	-	-	-	406
Mass Transit Tax	5,552	-	-	-	-	-	5,552
Flexible Benefits	246,288	-	-	-	-	-	246,288
Total Personal Services	**$1,454,351**	**-**	**-**	**-**	**-**	**-**	**$1,454,351**
Services & Supplies							
Instate Travel	11,851	-	-	-	-	-	11,851
Employee Training	10,500	-	-	-	-	-	10,500
Office Expenses	54,754	-	-	-	-	-	54,754
Data Processing	15,092	-	-	-	-	-	15,092
Professional Services	1,625,260	-	-	-	-	-	1,625,260
Facilities Maintenance	2,064,081	-	-	-	-	-	2,064,081
Other Services and Supplies	9,149	-	-	-	-	-	9,149

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 119 - Safety & Fire Compliance

Cross Reference Name: Administrative 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							
Expendable Prop 250 - 5000	22,967	-	-	-	-	-	22,967
IT Expendable Property	19,390	-	-	-	-	-	19,390
Total Services & Supplies	**$3,833,044**	**-**	**-**	**-**	**-**	**-**	**$3,833,044**
Total Expenditures							
Total Expenditures	5,287,395	-	-	-	-	-	5,287,395
Total Expenditures	**$5,287,395**	**-**	**-**	**-**	**-**	**-**	**$5,287,395**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							7
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**7**
Total FTE							
Total FTE							7.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**7.00**

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
1900286	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900287	MMN X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	02	5,937.00	142,488				142,488
								77,593				77,593
1900288	MMN X0861 AP	PROGRAM ANALYST 2	1	1.00	24.00	02	5,127.00	123,048				123,048
								71,824				71,824
1900289	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900290	MMN X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	02	4,885.00	117,240				117,240
								70,100				70,100
1900291	MMS X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900292	AAONC0104 AP	OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
		TOTAL PICS SALARY						893,208				893,208
		TOTAL PICS OPE						512,225				512,225
		TOTAL PICS PERSONAL SERVICES =	7	7.00	168.00			1,405,433				1,405,433

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

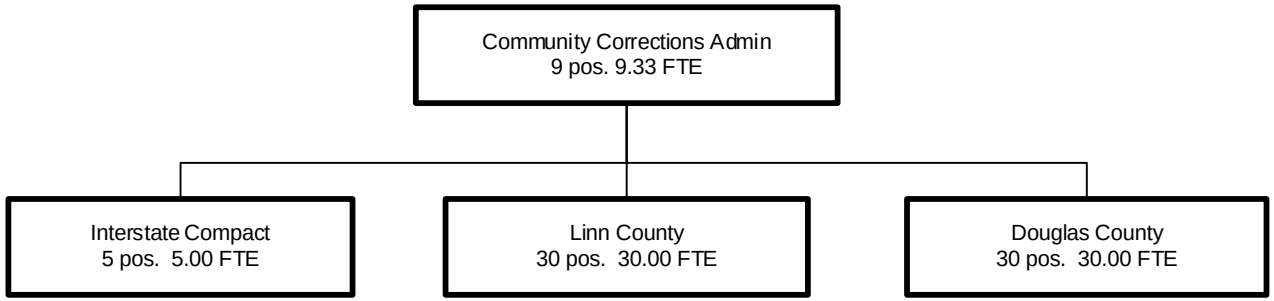
Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Legislatively Approved	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Commissary sales.	Other	0410	$364,412	$3,574,438	$3,574,438	**$5,714,624**	$0	$0
Warehouse space rental; land, building and cell tower leases	Other	0510	292,893	274,328	274,328	**313,429**	0	0
Secure ID token sales; Oregon Youth Authority food sales; land, pallet, scrap metal and surplus asset sales	Other	0705	295,656	511,196	511,196	**598,800**	0	0
Loan Repayments	Other	0925	0	23,690	23,690	0	0	0
Other Revenues	Other	0975	1,125,294	2,448,629	2,448,629	**533,447**	0	0
Transfer out – Intrafund	Other	2010	(557,530)	0	0	**0**	0	0

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OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2017 -19 Legislatively Approved Budget

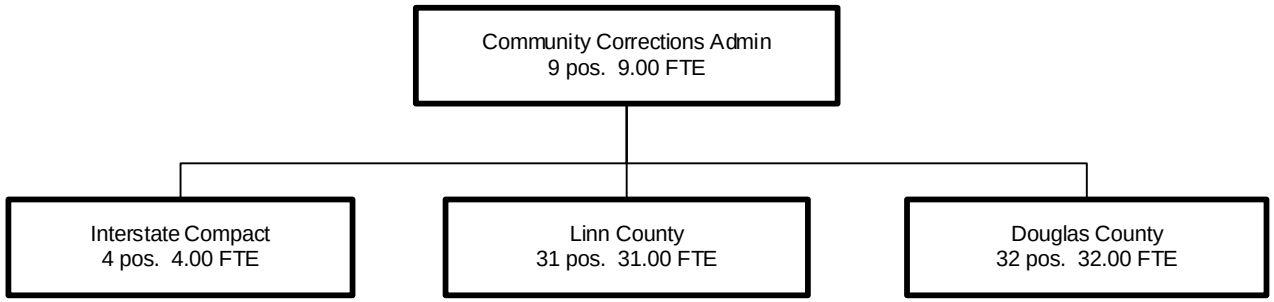


Total Positions: 74
FTE: 74.33

OREGON DEPARTMENT OF CORRECTIONS

Community Corrections Division Organizational Chart

2019 -21 Agency Request Budget



Total Positions: 76
FTE: 76.00

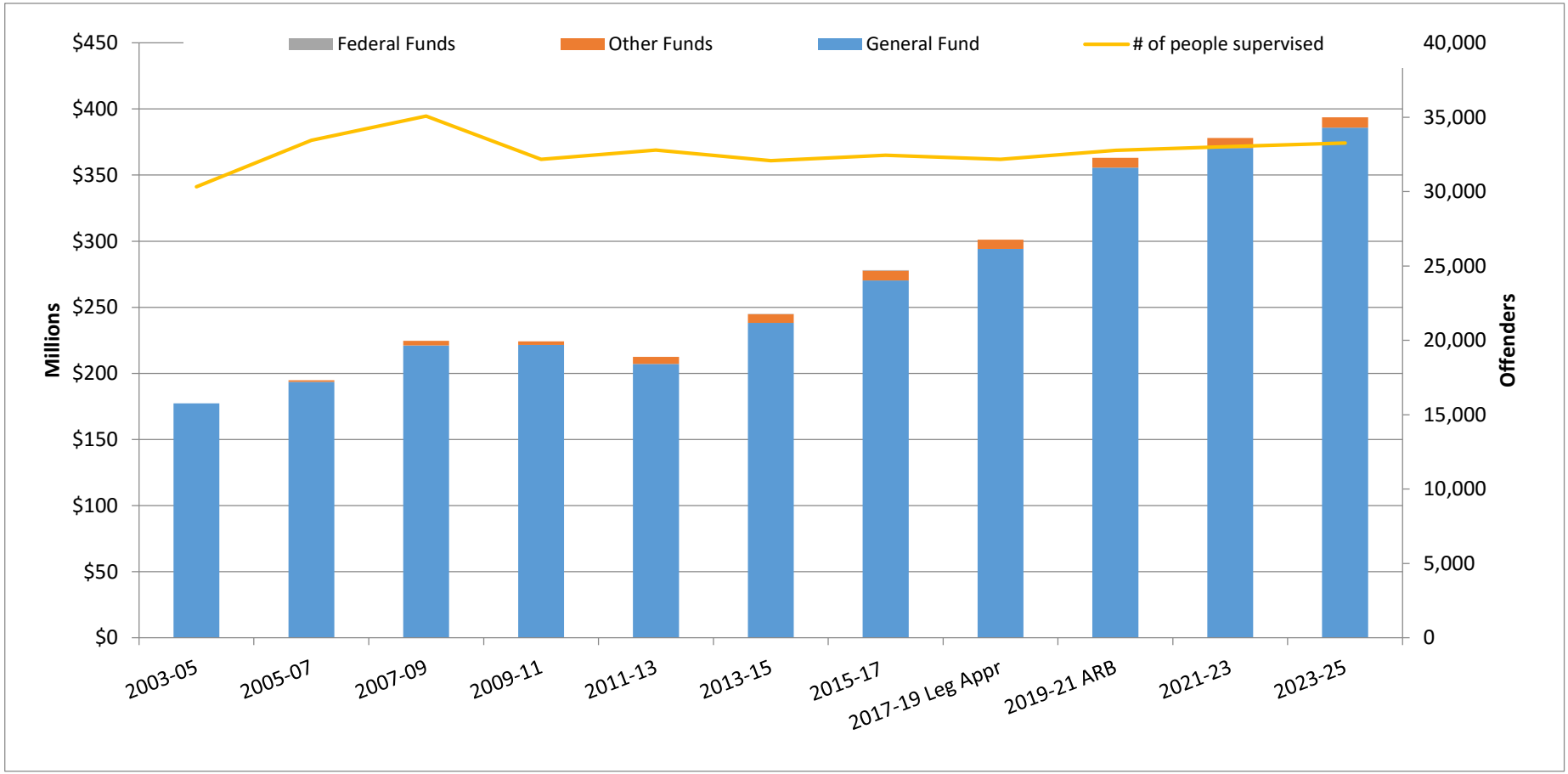
Community Corrections

Program Unit Executive Summary

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

b. Primary Program Contact: 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 of holding people on supervision accountable, while at the same time addressing causes of criminal behavior and reducing the risk of future criminal behavior.

e. Program Funding Request

This program is requesting $355,696,804 General Fund to provide supervision, community-based sanctions, and correctional programs for over 32,000 people on supervision in the community. Current and future biennial program funding costs are driven by several factors. Caseload size coupled with the population forecast and legislative action impacts workload, which directly effects funding for this program. In addition, ORS 423.486 requires the department, every six years 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. Estimated costs for 2021-23 are $370,479,553 and $385,957,185 for 2023-25.

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 Correction's activities include supervision, community-based sanctions, and correctional programs directed at over 32,000 people 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 and parole officers, and the intensity is guided by the individual's behavior and risk of committing new crimes. Program activities include:

- **Evaluating each individual's likelihood to commit new crimes.** The risk to commit new crimes is determined by applying an objective risk-assessment tool that classifies individual's according to their risk to re-offend. Probation and parole officers apply more intensive supervision to those people most likely to commit new crimes.

- **Evaluating each individual's criminal risk factors.** Probation and parole officers identify criminal risk factors and tailor case management plans to address them, thus mitigating the chances that a person will engage in future criminal activity.

- **Monitoring behavior according to risk to re-offend.** Those 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, people 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.** Community-based sanctions, such as electronic monitoring, community service, work crews, day reporting centers, intensive supervision, and jail time are used to hold people accountable when they are not following the rules of their supervision. Likewise, recognition of completing goals and positive pro-social behavior is reinforced through verbal praise, monetary rewards such as bus passes, gift cards, 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 criminal activity.** Community Corrections agencies provide correctional programs such as alcohol and 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 when compared to any other criminal justice system sanction.

Costs in this program are driven by the number and risk levels of people being supervised, and by the number of people serving prison sentences of 12 months or less locally. Of note, per ORS 423.483, 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 Long-Term Outcomes

The purpose of Community Corrections is to contribute to the health and safety of Oregonians by preventing current and future criminal behavior of those on supervision for conviction of a crime. In order to achieve the health and safety of Oregonians, the following strategies are employed:

- Deter crimes from occurring: Supervision targeted at people most likely to re-offend, correctional programs targeted at criminal risk factors, and swift and sure sanctions to address violations all deter crime from occurring.
- Reduce reliance on prison: Community-based sentencing options provide a less costly, yet effective, response to crime for many people when compared to a prison sentence.
- Increase success after release from prison: Individual's must be monitored, assisted, and provided with treatment by community corrections to facilitate a successful transition from prison to community living.

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	Baseline Target	2nd Half 2016 Closures	1st Half 2017 Closures	2nd Half 2017 Closures
Positive Case Closure, Statewide Post-Prison Supervision	Percentage of Post-Prison Supervision people who successfully complete community supervision.	65%	64.2%	61.3%	65.6%
Positive Case Closure, Statewide Probation Supervision	Percentage of Probation people who successfully complete community supervision.	65%	60.5%	59.2%	58.8%

Measure Name	Measure Calculation	Baseline Target	2nd Half 2013 Cohort	1st Half 2014 Cohort	2nd Half 2014 Cohort
Arrest for any new crime, Statewide, Probation	36-month recidivism rate of people admitted to Probation.	40%	50.9%	50.4%	51.4%
Arrest for any new crime, Statewide, Post-Prison Supervision	36-month recidivism rate of people released to Post-Prison Supervision.	40%	54.9%	55.0%	56.5%
Conviction for a new crime, misdemeanor or felony, Statewide, Probation	36-month recidivism rate of people admitted to Probation.	30%	44.9%	44.0%	43.0%
Conviction for a new crime, misdemeanor or felony, Statewide, Post-Prison Supervision	36-month recidivism rate of people released to Post-Prison Supervision.	30%	40.9%	41.2%	43.0%
Incarceration for a new felony crime, Statewide, Probation	36-month recidivism rate of people admitted to Probation.	10%	14.5%	14.2%	13.7%
Incarceration for a new felony crime, Statewide, Post-Prison Supervision	36-month recidivism rate of people released to Post-Prison Supervision.	10%	17.2%	18.4%	18.7%

Additional performance measures for Community Corrections are as follows:

Assisting individual's to change.

- As measured by individual's benefitting from treatment programs: 31 percent were actively participating in treatment, better than the target of 22 percent.
- As measured by employment rates for people under supervision: 54 percent of them are reported to be working, slightly more than the target rate of 50 percent.

Providing reparation to crime victims.

- As measured by the average percentage of restitution collected that is owed to victims: 19 percent of restitution ordered is collected, less than the target of 35 percent.
- As measured by the average percent of community services hours completed by people: 42 percent of community services hours ordered is performed, better than target of 45 percent.

Short-Term Transitional Leave Success: 92 percent of AICs 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 to 423.565. The statutes define duties of the state and the counties, as well as establish partnership conditions with counties that house those who have committed felonies with sentences less than one year and that supervise people convicted of felonies or designated drug-related misdemeanors who are on parole, probation, or 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
- ORS 169.070 (1) Jail Inspections
- ORS 144.600 Interstate Compact
- ORS 133.747 Fugitive Extraditions
- 2015 c.830 §1 (HB 3503) Family Sentencing Alternative Program

j. Describe the various funding streams that support the program

The program is funded almost entirely with General Fund dollars. There is a small amount of Other Funds, which makes up approximately two 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 Inmate Welfare Fund revenue.

k. Describe how the 2019-21 funding proposal compares to the program authorized for the agency in 2017-19

During the 2019-21 biennium, Community Corrections will continue providing supervision, community-based sanctions, and correctional programs for more than 32,000 people. Similar to 2017-2019, the Community Corrections Division has submitted a request for additional position authority to support increased workload, primarily as a result of significant and ongoing caseload growth in both Linn and Douglas Counties for which funding already exists.

- Policy Package 104 – Linn & Douglas FTE Adjustment. This package requests to move funds from Grant in Aid special payments to personnel services for Linn and Douglas Counties to eliminate double-fills.
- Policy Package 125 - 2018 actual cost study. This package requests funding for the community corrections capitated rate using the 2018 actual cost study.

Program Unit Narrative

The Community Corrections Division includes the following subunits: Administration, Short-Term Transitional Leave, Family Sentencing Alternative Pilot Program, Interstate Compact and Fugitive Extraditions, Jail Inspections, and Douglas and Linn County Community Corrections. The following is an overview of each subunit.

Community Corrections Administration (CCA) 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 and training 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 biennial reviews of county compliance with 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 people, Sexually Violent Dangerous Offender funds (typically distributed to County Community Corrections agencies), SB 395 Jail Reimbursement for Repeat DUII Offenders, and HB 3503 Family Sentencing Alternative Pilot Program Funds distributed to designated pilot counties.

Short-Term Transitional Leave Unit

This unit is responsible for oversight and day-to-day management of the agency's short-term transitional leave program, which allows certain AICs to serve up to 120 days of the remainder of their sentences in the community, provided they meet all statutory and policy requirements.

Family Sentencing Alternative Pilot Program Unit

This unit is responsible for oversight of the agency's Family Sentencing Alternative Pilot Program, a partnership between participating community corrections agencies, county circuit courts, and the Department of Human Services. Oversight includes distribution of funds allocated by HB 3503 to participating counties for the purpose of funding probation officer positions and services, training and facilitation of stakeholder communication, and tracking and reporting of participant data, outcomes, and efficacy data.

Interstate Compact for Adult Supervision (ICAOS)/Fugitive Extraditions Unit

This unit is responsible for the transfer of adult supervision between states and 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.

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 DOC due to opt-out. The primary function of Douglas and Linn County Community Corrections is to provide supervision, sanctions, and services to roughly 2,600 of Oregon's approximately 32,000 adult's placed on designated drug-related misdemeanor probation, felony probation, parole, or post-prison supervision. As a whole, the statewide community corrections population has seen a steady downward trend; however, in both Linn and

Douglas counties, the caseload has seen steady growth, which has resulted in the need for additional position authority to manage the current workload. These positions will be funded with monies already received from growth in previous biennia.

Proposed New Laws that Apply to the Program Unit

- LC 29100/001 would expand statute to include Adult Parole and Probation Officers in the group that receives a life insurance policy covering the instance of an on the job death.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	**Position/ FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Community Corrections Administration	9 / 9.00		$21,697,584	$4,727,006	$0	$26,424,590
Grant in Aid	0 / 0.00		$305,518,226	$776,089	$0	$306,294,315
Opt-Out Counties	63 / 63.00		$27,492,056	$1,749,543	$0	$29,241,599
Interstate Compact	4 / 4.00		$988,938	$0	$0	$988,938
Program Unit Total	76 / 76.00		$355,696,804	$7,252,638	$0	$362,949,442

Revenue Sources

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.

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 inmates 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 2017-2019 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.

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 2017-19 Base Budget by the standard inflation factor of 3.8%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$245,015
Other Funds	$13,567

2021-23 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 2021-23, 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: 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	245,015	-	-	-	-	-	245,015
Total Revenues	**$245,015**	**-**	**-**	**-**	**-**	**-**	**$245,015**
Personal Services							
Overtime Payments	817	-	-	-	-	-	817
All Other Differential	22,258	-	-	-	-	-	22,258
Public Employees' Retire Cont	5,084	-	-	-	-	-	5,084
Pension Obligation Bond	85,906	-	(837)	-	-	-	85,069
Social Security Taxes	1,765	-	-	-	-	-	1,765
Mass Transit Tax	10,851	-	(87)	-	-	-	10,764
Vacancy Savings	118,334	-	14,491	-	-	-	132,825
Total Personal Services	**$245,015**	**-**	**$13,567**	**-**	**-**	**-**	**$258,582**
Total Expenditures							
Total Expenditures	245,015	-	13,567	-	-	-	258,582
Total Expenditures	**$245,015**	**-**	**$13,567**	**-**	**-**	**-**	**$258,582**
Ending Balance							
Ending Balance	-	-	(13,567)	-	-	-	(13,567)
Total Ending Balance	**-**	**-**	**($13,567)**	**-**	**-**	**-**	**($13,567)**

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 2019-21, inflation factors are 3.8% for standard inflation, 4.2% for Professional Services, 20.14% for Attorney General charges, 3.8% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2019-21 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	$10,526,369
Other Funds	$265,511
Federal Funds	$0

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

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	10,526,369	-	-	-	-	-	10,526,369
Total Revenues	**$10,526,369**	**-**	**-**	**-**	**-**	**-**	**$10,526,369**
Services & Supplies							
Instate Travel	1,388	-	-	-	-	-	1,388
Out of State Travel	375	-	-	-	-	-	375
Employee Training	1,098	-	-	-	-	-	1,098
Office Expenses	3,375	-	-	-	-	-	3,375
Data Processing	1,785	-	-	-	-	-	1,785
Publicity and Publications	25	-	-	-	-	-	25
Professional Services	4,370	-	-	-	-	-	4,370
Attorney General	11,924	-	-	-	-	-	11,924
Employee Recruitment and Develop	26	-	-	-	-	-	26
Dues and Subscriptions	-	-	-	-	-	-	-
Facilities Maintenance	356	-	-	-	-	-	356
Food and Kitchen Supplies	12	-	-	-	-	-	12
Other Care of Residents and Patients	59	-	55,736	-	-	-	55,795
Other Services and Supplies	1,156	-	249	-	-	-	1,405
Expendable Prop 250 - 5000	443	-	-	-	-	-	443
IT Expendable Property	39	-	-	-	-	-	39
Total Services & Supplies	**$26,431**	**-**	**$55,985**	**-**	**-**	**-**	**$82,416**

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	70	-	-	-	-	-	70
Total Capital Outlay	**$70**	**-**	**-**	**-**	**-**	**-**	**$70**
Special Payments							
Dist to Counties	10,499,868	-	209,526	-	-	-	10,709,394
Total Special Payments	**$10,499,868**	**-**	**$209,526**	**-**	**-**	**-**	**$10,709,394**
Total Expenditures							
Total Expenditures	10,526,369	-	265,511	-	-	-	10,791,880
Total Expenditures	**$10,526,369**	**-**	**$265,511**	**-**	**-**	**-**	**$10,791,880**
Ending Balance							
Ending Balance	-	-	(265,511)	-	-	-	(265,511)
Total Ending Balance	**-**	**-**	**($265,511)**	**-**	**-**	**-**	**($265,511)**

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 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
The April 2018 Felony Probation and Parole/Post-Prison Supervision Caseload Forecasts project a population of 32,619 in July 2019 increasing to 32,907 in June 2021.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$893,423
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	(893,423)	-	-	-	-	-	(893,423)
Total Revenues	**($893,423)**	**-**	**-**	**-**	**-**	**-**	**($893,423)**
Special Payments							
Dist to Counties	(893,423)	-	-	-	-	-	(893,423)
Total Special Payments	**($893,423)**	**-**	**-**	**-**	**-**	**-**	**($893,423)**
Total Expenditures							
Total Expenditures	(893,423)	-	-	-	-	-	(893,423)
Total Expenditures	**($893,423)**	**-**	**-**	**-**	**-**	**-**	**($893,423)**
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
At the agency level, this package includes the following net zero adjustments: 1) Reallocation of General Fund budget between various DCR's and 2) Reduction of Services and Supplies budget to pay for three new Correctional Case Management related positions and new position authority to eliminate one currently double filled position.

This division's package includes budget shifted from other division's to cover this division's expected attorney general expenses.

Agency Request Budget

Staffing Impact	**2017-19**	**2019-21**
Positions:	0	0
FTE:	0	0

Revenue Source	
General Fund	$33,909
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become a part of the Base Budget for 2021-23.

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
Revenues							
General Fund Appropriation	33,909	-	-	-	-	-	33,909
Total Revenues	**$33,909**	**-**	**-**	**-**	**-**	**-**	**$33,909**
Services & Supplies							
Attorney General	33,909	-	-	-	-	-	33,909
Total Services & Supplies	**$33,909**	**-**	**-**	**-**	**-**	**-**	**$33,909**
Total Expenditures							
Total Expenditures	33,909	-	-	-	-	-	33,909
Total Expenditures	**$33,909**	**-**	**-**	**-**	**-**	**-**	**$33,909**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Community Corrections Division

104 Linn & Douglas FTE Adjustment

Purpose
Position authority for one position within the Linn County Community Corrections office to assist in the delivery of offender supervision, sanctions, and services. Over the past two biennia, Linn County Community Corrections has continued to see a growth of their offender population. At the same time, Oregon has implemented various new initiatives, such as Justice Reinvestment, while applying effective practices to manage offenders in the community rather than incarceration. These practices require increased direct case management to ensure their efficacy. This increased time coupled with increased caseload sizes necessitates the need for additional staff.

The resources requested for Item A are $0 General Fund, 1 position, 1.00 FTE. $149,398 of Special Payments (Grant in Aid) would be used to fund the Personal Services costs.

A. Position authority for two positions within the Douglas County Community Corrections office to assist in the delivery of offender supervision, sanctions, and services. Over the past three biennia, Douglas County Community Corrections has seen steady growth of their supervised population which has resulted in an increase of officer caseloads. In addition there is a lack of service providers in this community to meet the needs of this population. Resolution to that issue is the ability to provide those services, such as cognitive behavioral treatment, in-house. To address both of these challenges effectively, additional staff are needed.

   The resources requested for Item B are $0 General Fund, 2 positions, 2.00 FTE. $324,134 of Special Payments (Grant in Aid) would be used to fund the Personal Services costs.

How Achieved
This package will result in a budget neutral utilization of special payment dollars for staffing costs.

A. The addition of one Administrative Specialist two position in Linn County will be tasked with providing administrative case management support to officers. This will result in the ability to better utilize officers resources and time to provide direct and targeted case management services with the offenders.

B. The addition of one Parole/Probation Officer position will allow Douglas County to reduce officer caseload sizes, providing increased direct offender case management services. It will also allow the department flexibility to use our existing staff resources to implement the in-house service delivery model. The addition of one Office Specialist 2 position will address the increased workload associated with the day to day operation of the agency, as well as the new service delivery model.

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 new positions and the benefit and outcome of adding these positions will be tied to the following CORE operating process (OP) and outcome measures (OM):

- OP6a: Assessments - Percentage of LS/CMIs completed on Medium/High PSC offenders within 60 days of new admission to community supervision
- OP6b: Case Plans – Percentage of case plans of medium and above LS/CMI offenders that have a Behavior Change Plan that targets the highest priority of the "Big 4" domains identified on the LS/CMI
- OP6e: Restitution – Average percent of restitution paid at time of supervision closure
- OM4c: Positive Case Closure – Percentage of post-prison supervision offenders who successfully complete community supervision
- OM4d: Positive Case Closure – Percentage of probation offenders who successfully complete community supervision
- OM5a: Recidivism – Arrest for any new crime within three years of admission to probation supervision
- OM5b: Recidivism – Arrest for any new crime within three years of release to post-prison supervision
- OM5c: Recidivism – Conviction for a misdemeanor or felony crime within three years of admission to probation supervision
- OM5d: Recidivism – Conviction for a misdemeanor or felony crime within three years of admission to post-prison supervision
- OM5e: Recidivism – Incarceration for a new felony crime within three years of admission to probation supervision
- OM5e: Recidivism – Incarceration for a new felony crime within three years of admission to post-prison supervision
- KPM #3: Recidivism - The number of offenders who are arrested for a new crime within three years of their release from a DOC facility to parole/post-prison supervision; convicted of a new misdemeanor or felony within three years of release from a DOC facility to parole/post-prison supervision; AND incarcerated for a new felony within three years of release from a DOC facility to parole/post-prison supervision.

Agency Request Budget

Staffing Impact

Positions	3
FTE	3.00

Revenue Source

General Fund	$0
Other Funds	$0

$473,532 GF dollars from Special Payments (Grant in Aid) would be used to cover the Personal Services costs.

2021-23 Fiscal Impact

Funding for these positions already exist with the current budget resources, only position authority is being requested.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 104 - Linn & Douglas FTE Adjustment

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	-	-	-	-	-	-	-
Total Revenues	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Personal Services							
Class/Unclass Sal. and Per Diem	304,680	-	-	-	-	-	304,680
All Other Differential	14,533	-	-	-	-	-	14,533
Empl. Rel. Bd. Assessments	183	-	-	-	-	-	183
Public Employees' Retire Cont	70,323	-	-	-	-	-	70,323
Social Security Taxes	24,419	-	-	-	-	-	24,419
Unemployment Assessments	575	-	-	-	-	-	575
Worker's Comp. Assess. (WCD)	174	-	-	-	-	-	174
Mass Transit Tax	1,915	-	-	-	-	-	1,915
Flexible Benefits	105,552	-	-	-	-	-	105,552
Total Personal Services	**$522,354**	**-**	**-**	**-**	**-**	**-**	**$522,354**
Services & Supplies							
Instate Travel	5,079	-	-	-	-	-	5,079
Employee Training	4,500	-	-	-	-	-	4,500
Office Expenses	23,466	-	-	-	-	-	23,466
Data Processing	6,468	-	-	-	-	-	6,468
Other Services and Supplies	3,921	-	-	-	-	-	3,921
Expendable Prop 250 - 5000	9,843	-	-	-	-	-	9,843

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 104 - Linn & Douglas FTE Adjustment

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
Services & Supplies							
IT Expendable Property	8,310	-	-	-	-	-	8,310
Total Services & Supplies	**$61,587**	**-**	**-**	**-**	**-**	**-**	**$61,587**
Special Payments							
Dist to Counties	(583,941)	-	-	-	-	-	(583,941)
Total Special Payments	**($583,941)**	**-**	**-**	**-**	**-**	**-**	**($583,941)**
Total Expenditures							
Total Expenditures	-	-	-	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

POSITION NUMBER	CLASS	COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900019	AQ	C6787	AP ADULT PAROLE/PROBATION OFFICER	1	1.00	24.00	02	5,452.00	130,848				130,848
									74,139				74,139
1900020	AAONC	0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
									58,802				58,802
1900021	AAONC	0108	AP ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	02	3,944.00	94,656				94,656
									63,397				63,397
			TOTAL PICS SALARY						304,680				304,680
			TOTAL PICS OPE						196,338				196,338
			TOTAL PICS PERSONAL SERVICES =	3	3.00	72.00			501,018				501,018

Community Corrections

125 2018 Actual Cost Study (ACS) - Community Corrections Capitated Rate

Package Description

Purpose
The original community corrections baseline budget was established in the early 1990's and over the years had been adjusted for inflation. The budget included funding for felony supervision and local control offenders. The baseline was derived from a funding formula that took into consideration a jail cost study conducted in 1998 along with a system of six risk level rates. These rates were used to compute a capitated rate (per offender per day) for qualifying offenders originally sentenced to probation (known as Band 1) and a second rate for qualifying offenders originally sentenced to prison (known as Band 2).

In 2012, there was a need to replace the complex, antiquated system that no longer aligned with the business needs and therefore a new model for determining the baseline budget for the Community Corrections Division was created. The new model eliminated the two band systems for budget building and allocation and replaced it with a single capitated rate. Actual cost and workload study data were used to determine case rates that reflected current offender management supervision expectations for the community corrections population. The capitated rate was used in conjunction with the population forecast produced by the Office of Economic Analysis to build a statewide budget for the community corrections grants.

ORS 423.486 requires the department to conduct an ACS every six years. The last ACS, which includes both a time study and financial study component, was conducted in 2012.

This Policy Option Package reflects the incremental cost associated with the 2018 ACS.

How Achieved
Background Information:
The 2012 ACS utilized national time study data from a report produced by the Bureau of Justice Assistance (BJA) and the American Parole and Probation Association (APPA). The BJA/APPA report compiled nine time studies conducted across the nation, including a previous Oregon time study. For a time study to produce accurate data, business practices should be stable for a minimum of one year. Due to the implementation of the Public Safety Checklist (PSC) in September 2012 as the statewide risk assessment tool and significant changes in supervision associated with the tool and evidence-based practices, the national time study reflected the most accurate data available at that time. Prior to the BJA/APPA report, the most recent time study completed in Oregon was in 2006.

The methodology used for the 2018 ACS incorporates the results of an Oregon time study conducted in 2017. An Oregon time study had not been conducted in over 12 years, therefore the department formed a workgroup comprised of representatives from DOC Community Corrections, DOC Research and Evaluation, as well as a variety of community corrections stakeholders. This workgroup operated for over a year and was tasked with the development and oversight of the new statewide time study. The study itself spanned September through November 2017 and captured time spent by any community corrections staff member performing tasks related to offender case management.

Workload Hours per Offender by Risk Category

Caseload Type	2006 Oregon Study Hours/per month/Offender	2011 BJA/APAA Hours/per month/Offender	2017 Oregon Study Hours/per Month/Offender
New Intake	1.13	3.2	2.96
High Risk	1.91	3.9	2.4
Medium Risk	1.39	1.83	1.56
Low Risk	.19	.54	.67

Note: *Drive time to and from home visits were not calculated in the 2006 Oregon study but were included in the BJA/APPA and 2017 Oregon time studies.*

Methodology:
The methodology used establishes the cost of a supervision hour which includes all the costs of operating a community corrections office.

Data from the 2017 Oregon time study was used to establish the time per month spent on cases at different risk levels. In addition, counties provided actual cost information that included the cost of supervision, sanctions, services, and treatment for fiscal year 2018. These two sources of information allowed the department to calculate two hourly rates: one rate for low risk offenders and another rate for new intakes, high risk, and medium risk offenders. Costs for low risk offenders only include supervision costs, while costs for new intakes, high risk offenders, and medium risk offenders include supervision costs plus sanctions, services, and treatment.

Results of Actual Cost Study:
By applying the 2017 Oregon time study with the PSC risk tool, the following per month workload hours were established:

Total Workload Hours by Risk Category

Caseload Type	Total Hours per Month
New Intake	13,513
High Risk	14,088
Medium Risk	15,535
Low Risk	11,157
Total	54,293

Calculations Used:
Supervision Cost:
Total budget for supervision divided by total supervision (workload) hours = supervision cost per hour.

Sanctions, Services, and Treatment Cost:
Total budget for sanctions, services, and treatment divided by total supervision (workload) hours for new intake, high risk, and medium risk = sanctions, services, and treatment cost per hour.

Total Costs:
- The cost rate for low risk is only the supervision cost rate per hour.
- The cost rate for new intakes, high risk, and medium risk is the supervision cost per hour rate in addition to the sanctions, services, and treatment cost per hour rate.
- Cost per hour rate x workload hours per month = cost per month.
- Cost per month for low risk + cost per month for new intake + cost per month for high risk + cost per month for medium risk + cost per month for local control = total cost per month for supervision.

Capitated Rate:
(Total cost per month x 12)/365 = total cost per day.
Total cost per day/total cases = capitated rate

The daily capitated rate is calculated at $14.25.

Other than Linn and Douglas Counties, which are operated by the Department, all distributions of funds go to counties. No new positions are anticipated.

Agency Request Budget

Staffing Impact:
None

Revenue Source:
General Fund $ 50,948,669

2019-21 Fiscal Impact
The adjustments approved in this package will become part of the Base Budget for 2019-2021. Mandatory caseload impacts to the Community Corrections Division will be reflected in 2019-2021, Package 040 at this new rate.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 125 - Community Corrections Rate Study

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	50,948,669	-	-	-	-	-	50,948,669
Total Revenues	**$50,948,669**	**-**	**-**	**-**	**-**	**-**	**$50,948,669**
Special Payments							
Dist to Counties	50,948,669	-	-	-	-	-	50,948,669
Total Special Payments	**$50,948,669**	**-**	**-**	**-**	**-**	**-**	**$50,948,669**
Total Expenditures							
Total Expenditures	50,948,669	-	-	-	-	-	50,948,669
Total Expenditures	**$50,948,669**	**-**	**-**	**-**	**-**	**-**	**$50,948,669**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
County supervision fees	Other	0410	$1,810,846	$870,058	$870,058	$**1,391,004**	$0	$0
Administration Charges	Other	0415	5,729	0	0	0	0	0
Drug Court forfeitures	Other	0505	0	47,898	47,898	**214,354**	0	0
Space rental	Other	0510	0	15,512	15,512	**17,723**	0	0
Sales Income	Other	0705	0	78	78	**91**	0	0
Donations for drug dog	Other	0905	0	8,047	8,047	**46,733**	0	0
Grants (Non-Fed)	Other	0910	369,159	194,618	194,618	**397,365**	0	0
Other Revenues	Other	0975	40,225	824,974	824,974	**309,725**	0	0
Inmate Welfare Funds supporting statewide transition programs	Other	1010	29,705	87,695	87,695	**94,395**	0	0
Recording revenue movements between Department organizational units	Other	1050	0	0	0	**4,727,007**	0	0
Transfer from Department of Revenue for HB2712 Criminal Fines	Other	1150	4,391,472	4,257,421	4,257,421	0	0	0
Transfer from Criminal Justice Commission for Byrne ARRA Grant	Other	1213	513,500	532,500	532,500	**552,735**	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	2010	(28,386)	0	0	0	0	0

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

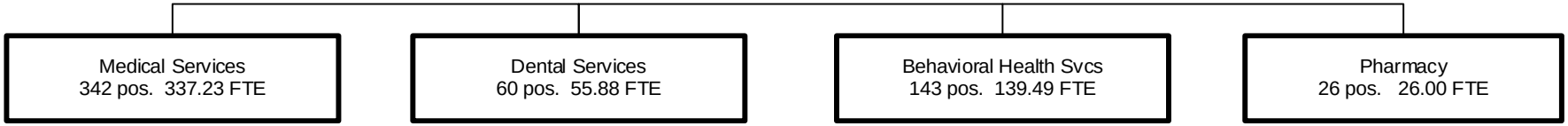
Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
			0	0	0	0	0	0

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OREGON DEPARTMENT OF CORRECTIONS

Health Services Organizational Chart

2017 -19 Legislatively Approved Budget

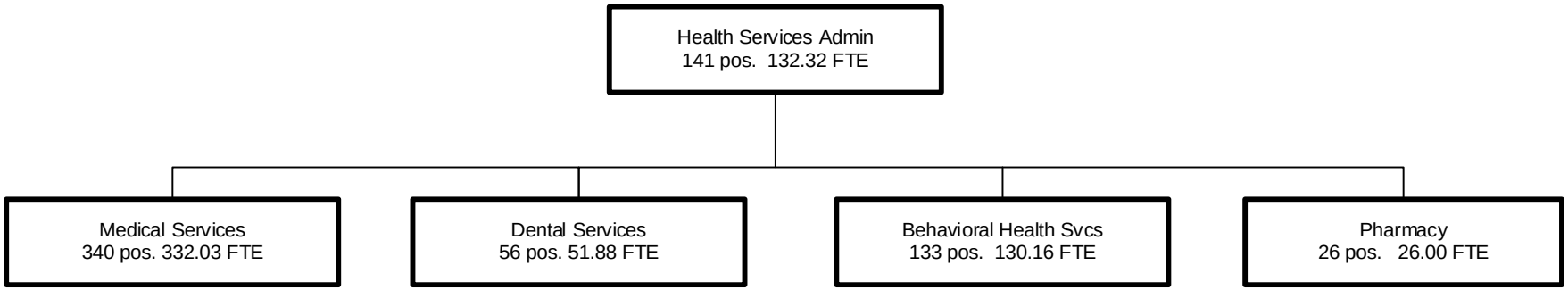


Total Positions: 571
FTE: 558.60

OREGON DEPARTMENT OF CORRECTIONS

Health Services Organizational Chart

2019 -21 Agency Request Budget



Total Positions: 696
FTE: 672.39

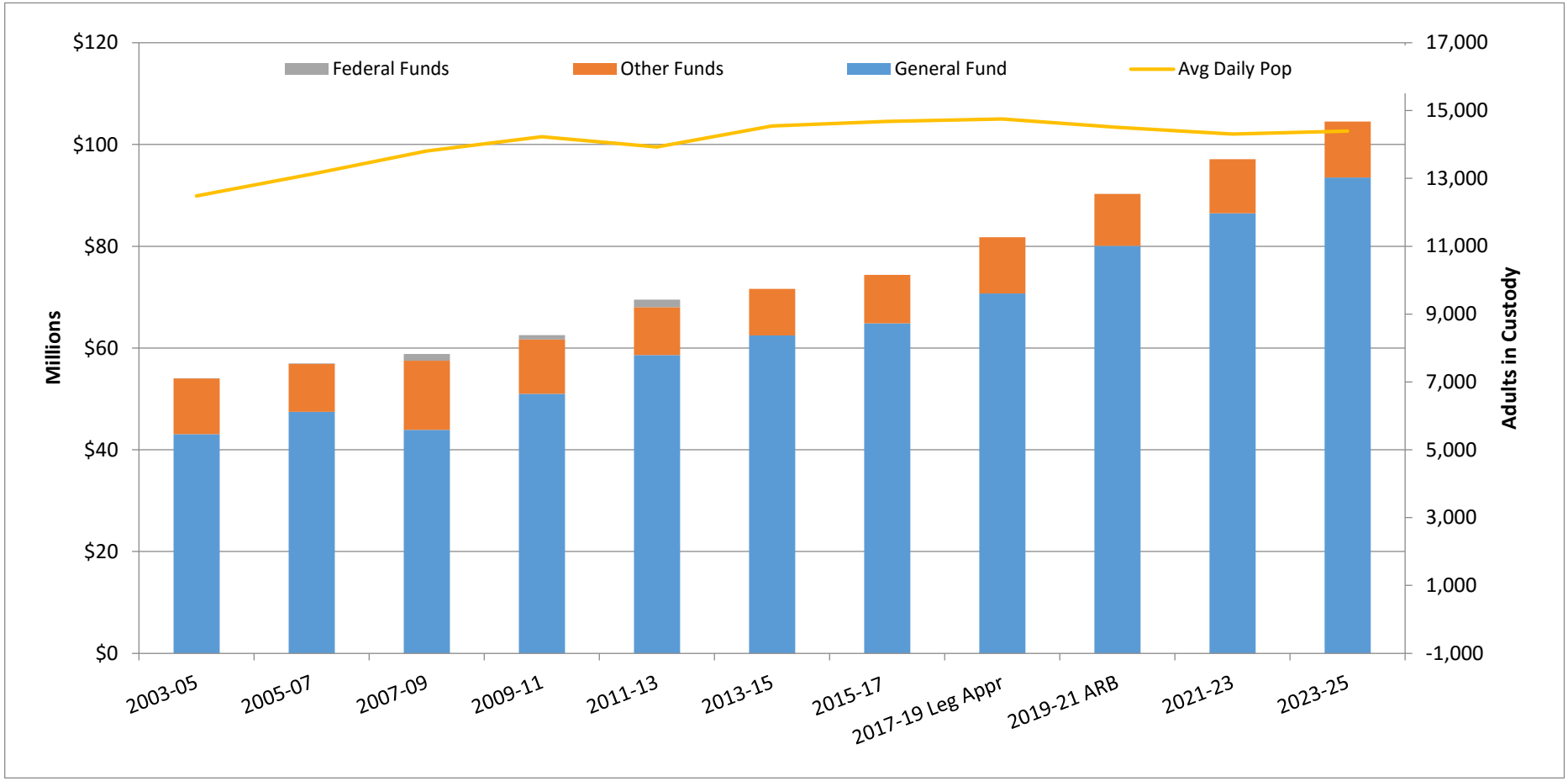
Health Services

Program Unit Executive Summary

a. Long-Term Focus Areas that are impacted by the program: Healthy and Safe Oregonians

b. Primary Program Contact: Joe Bugher, Health Services Administrator

c. Total Funds Budget



d. Program Overview

DOC's Health Services provides around the clock coverage that is constitutionally mandated. DOC provides medical, dental, mental health, and pharmacy services at each of its 14 locations to the entire AIC population.

e. Program Funding Request

This program is requesting $299,676,232 General Fund to provide constitutionally mandated medical, dental, mental health, and pharmacy services to the 14,900 AICs across the state's 14 institutions. This request includes funding for five Policy Option Packages (POP), which is described in detail later in this document. Estimated costs for 2021-23 are $323,957,424 and $350,496,855 for 2023-25.

f. Program Description

DOC Health Services provides medical, dental, mental health, and pharmacy services to approximately 14,900 AICs in Oregon's prisons. To accomplish this, the department maintains a team of medical professionals who use a managed care model that stresses a limited benefit package, on-site primary care with coordinated care, management of diseases, controlled access to specialists and specialist procedures, a restricted pharmacy medication formulary, controlled utilization, utilization review, and claims review. The agency contracts with a third party administrator (TPA) for off-site services and a provider network. Health Services experiences approximately 800,000 medical encounters per year.

DOC continually reviews services provided within its institutions, looking for opportunities to bring more specialists on-site, which minimizes the need for off-site transport. When possible, DOC contracts with specialists to provide on-site services and utilizes Medicaid, when applicable, for qualified medical treatments managed off-site and in-hospital.

g. Program Justification and Link to Long-Term Outcomes

Long-term outcomes provide for an integrated system in which all professionals involved share the responsibility of managing the use of medical and mental health resources to maximize public safety while minimizing cost. At Intake, a comprehensive health assessment is completed for every AIC to determine their medical needs. The AIC is provided with education and counseling for general health maintenance and self-care throughout incarceration. AICs with chronic diseases are provided information that is designed to increase their ability to monitor and manage their health status.

Behavioral Health Services (BHS) provides a range of needed assessments and treatment for people who are mentally ill and/or developmentally disabled. Transition planning for this population, to assist with continuity of care, is provided prior to and at release. Eligible AICs are pre-enrolled in Medicaid or Medicare to ensure continuity of care. DOC also provides AICs who require medications a 30-day supply at the time of their release.

h. Program Performance

The Health Services Section monitors performance through the agency's scorecard. The performance measures that apply to Health Services are as follows.

Measure Name	Measure Calculation	Target	1st quarter 2017	2nd quarter 2017	3rd quarter 2017	4th quarter 2017
Off-site medical encounters	Percent of total AIC care encounters that occur off-site	1%	.78%	.78%	.78%	.68%
Chronic Disease Management	Chronic disease evaluations occur on a scheduled basis per health services guidelines. Of 1000 Chronic disease pt. how many did we actually see within 1 year.	1%	-	-	-	-
Parole/release medications	Percentage of AICs releasing with necessary medications	100%	97.99%	96.56%	92.32%	94.55%

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).

j. Describe the various funding streams that support the program

In the 2017-19 biennium, Health Services was primarily funded from the General Fund. Health Services receives Other Funds revenue (with limitation of approximately $600,000) as AICs reimburse the department for prosthetics and dentures when not medically not medically necessary that are ordered on their behalf. DOC receives federal funding through the State Criminal Alien Assistance Program (SCAAP). DOC anticipates two million dollars annually from SCAAP in 2019-21, for an estimated biennial total of four million dollars.

k. Describe how the 2019-21 funding proposal compares to the program authorized for the agency in 2017-19

During the 2019-21 biennium, Health Services will continue providing 24/7 legally mandated medical, dental, mental health, and pharmacy services to the AIC population. Health Services will also explore the possibilities for implementation of the following innovative ideas:

- Policy Package 103 – Electronic Health Records. This package requests to further the use of technology across the system through the use of Electronic Health Records (EHR) requesting EHR Stage Gate 2 development funding.

- Policy Package 115 – Westside Infirmary. This package requests to expand coverage at Oregon State Correctional Institution (Salem) to provide 24-hour medical care to alleviate some of the pressure on special purpose medical beds at the Oregon State Penitentiary (Salem) due to our fast-growing aging population.

- Policy Package 121a – Healthcare Staffing Conversion. This package component request is to create 20 Behavioral Health 2's, three Psychiatric Mental Health Nurse Practitioners, seven Psychologist positions, and one Physician by redirecting funds in Professional Services and Medical Services budgets to convert these roles from contractors to employees.

- Policy Package 122 – Certified Medication Aides. This package requests 20 Certified Medication Aide positions to staff medication lines and infirmaries at institutions so Institution Registered Nurses can provide needed direct patient care.

- Policy Package 124e – This package component requests support for Medication Assisted Treatment (MAT) as a proposed tool for AICs as they return to their communities and help reduce recidivism related to opioid drug addiction.

Program Unit Narrative

The Health Services Section includes the following subunits: Medical Services, BHS, Dental Services, and Pharmacy & Medical Stores. The following is an overview of each sub-unit.

Medical Services

The state has a moral and legal obligation to provide health care, and the Federal Courts have mandated that AICs, remain entitled to a community standard of care. These AICs 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.

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, preventive health care, and end-of-life care. DOC nursing staff engages in

over 1,000 patient care contacts each day statewide, and DOC physicians provide more than 250 on-site primary care appointments each day. DOC has five institutions with on-site infirmaries for a total of approximately 76 infirmary beds. Health Services provides extensive primary care on-site and also provides appointments in the community with specialists as needed.

Behavioral Health Services

Over the past decade, DOC has become the largest mental health care provider in the state. Approximately 50 percent of AICs have some level of need for mental health treatment. DOC provides several levels of mental health treatment along with individualized case management. BHS targets AICs with severe or persistent mental illness. Short-term services are available to AICs who are not mentally ill, but who show high suicide potential, or who are experiencing other emotional distress.

Treatment Programs

In the 2017-19 biennium, drug and alcohol treatment was moved from the Education and Training Unit to BHS to bring mental health and treatment services into alignment for the needs of our dual diagnosis population. The department provides alcohol and other drug (A&D) treatment program interventions to AICs assessed as having the highest risk to reoffend, a history of substance abuse or dependency, and high levels of criminality. The treatment programs have the total capacity to treat 263 male and 102 female AICs at any given time. All in-prison treatment programs are certified by the Oregon Health Authority (OHA) Health System Division as required by Division 12 of their administrative rules. These 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.

Dental Services

DOC has dental facilities in 12 institutions. AICs 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 provided 36,793 dental contacts statewide in 2017.

Emergency treatment and relief of pain is the first priority, but other medically necessary dental services are available. These include preventive treatments, routine fillings, and construction of dentures. AICs are also referred to specialists in the community when the services cannot be completed in a DOC dental facility (oral surgery, for instance). AICs must pay for dentures, as they become the individual’s property.

Pharmacy & Medical Stores

Health Services operates two separate Pharmacy and Medical Stores Distribution Centers serving institutions on the west side and east side of the state. This geographic separation provides economy in distribution and professional oversight while ensuring emergency backup capabilities.

DOC pharmacies 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, equipment, and medical supplies are purchased through a 49-state buying consortium, which ensures that medications are purchased under some of the best pricing levels in the nation. The Pharmacy Unit currently prepares, packages, and distributes over 41,685 prescriptions per month to meet the medication needs of the system's 14,900 AICs.

Other Health Services Issues

Medicaid: In January 2014, DOC began using Medicaid (via OHA) to pay claims for qualified out of prison in-hospital stays. As the process developed, a few issues not imagined in the preliminary planning meetings emerged. Among them, reporting and IT systems seemed to create the most trouble. Since the two agencies do not share data systems, reporting is extremely difficult. Without accurate reporting, utilization reports are almost impossible to develop. The two agencies entered into a Memorandum of Understanding (MOU). However, the terms in this MOU have not been met due to these issues.

Aging Population: Nationwide, prison systems are seeing a growing population of AICs over 55 years of age. As referenced in a PEW report (State Prison Health Care Spending, July 2014), Oregon has the highest percentage of “over 55” population in the nation. This aging population requires more medical resources over the term of their incarceration.

Medical Professional Staffing Shortage: DOC continues to experience a shortage of key medical staff at many of its institutions throughout the state, including a shortage in medical prescribers and has hired a professional medical recruiter (funded from vacancy savings) to assist in recruiting for key Health Services positions. The unique health care environment in prisons can be challenging and is not chosen by many health professionals. In addition, our lack of electronic health records is a recruitment obstacle that dissuades many qualified candidates.

Behavioral Health Unit (BHU): DOC has entered into a MOU with DRO, committing to the provision of expanded out-of-cell treatment for individuals with serious mental illnesses who are housed at OSP’s BHU. As part of this collaboration, the agency has built a new building, added staff and has started new treatments in 2018.

Expenditures by Fund Type, Positions and Full-Time Equivalents

			Revenue Sources			
Program Sub-Unit	**Position/ FTE**		**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Medical	407 / 393.06		$175,063,027	$715,055	$3,494,360	$179,272,442
Dental	60 / 55.88		$18,885,149	$0	$0	$18,885,149
Behavioral Health	203 / 197.45		$51,301,607	$0	$0	$51,301,607
Pharmacy	26 / 26.00		$54,426,449	$0	$0	$54,426,449
Program Unit Total	696 / 672.39		$299,676,232	$715,055	$3,494,360	$303,885,647

Revenue Sources

Federal Funds: DOC receives federal State Criminal Alien Assistance Program (SCAAP) funding in the amount of approximately $1.7 million per year, or $3.4 million per biennium.

Other Funds: Other Funds revenue (with limitation of approximately $700,000) as inmates reimburse the department for prosthetics and dentures ordered on their behalf.

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 Office (CFO) that considers both the savings and costs associated with normal turnover activity; and 3) An adjustment to the Public Employee Retirement System (PERS) Pension Obligation Bond assessment, which is also developed by the DAS CFO.

How Achieved
Non-PICS Accounts – With the exception of Mass Transit, adjustment amounts are computed by multiplying the above referenced accounts in the 2017-19 Base Budget by the standard inflation factor of 3.8%. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1%.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$2,294,014
Other Funds	$0

2021-23 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 2021-23, 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	2,294,014	-	-	-	-	-	2,294,014
Total Revenues	**$2,294,014**	**-**	**-**	**-**	**-**	**-**	**$2,294,014**
Personal Services							
Overtime Payments	101,758	-	-	-	-	-	101,758
Shift Differential	75,188	-	-	-	-	-	75,188
All Other Differential	217,986	-	-	-	-	-	217,986
Public Employees' Retire Cont	87,000	-	-	-	-	-	87,000
Pension Obligation Bond	447,485	-	-	-	-	-	447,485
Social Security Taxes	30,215	-	-	-	-	-	30,215
Unemployment Assessments	1,198	-	-	-	-	-	1,198
Mass Transit Tax	306,292	-	-	-	-	-	306,292
Vacancy Savings	1,026,892	-	-	-	-	-	1,026,892
Total Personal Services	**$2,294,014**	**-**	**-**	**-**	**-**	**-**	**$2,294,014**
Services & Supplies							
Medical 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: 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
Total Expenditures							
Total Expenditures	2,294,014	-	-	-	-	-	2,294,014
Total Expenditures	**$2,294,014**	**-**	**-**	**-**	**-**	**-**	**$2,294,014**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 2017-19 biennium. Package 021 includes the added costs of programs above the 2019-21 Base Budget level, after adjustments are made for start-up costs or other one-time expenditures funded in 2017-19.

How Achieved
This package phases in ongoing General Fund staffing related S&S funding associated with OSP BHU positions approved in 2017-19 LAB POP 114.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$20,726
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	20,726	-	-	-	-	-	20,726
Total Revenues	**$20,726**	**-**	**-**	**-**	**-**	**-**	**$20,726**
Services & Supplies							
Instate Travel	2,424	-	-	-	-	-	2,424
Employee Training	2,147	-	-	-	-	-	2,147
Office Expenses	11,198	-	-	-	-	-	11,198
Data Processing	3,086	-	-	-	-	-	3,086
Other Services and Supplies	1,871	-	-	-	-	-	1,871
Total Services & Supplies	**$20,726**	**-**	**-**	**-**	**-**	**-**	**$20,726**
Total Expenditures							
Total Expenditures	20,726	-	-	-	-	-	20,726
Total Expenditures	**$20,726**	**-**	**-**	**-**	**-**	**-**	**$20,726**
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 2017-19 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2017-19 budget.

How Achieved
This package phases out one-time General Fund staffing related expendable property funding associated with OSP BHU positions approved in 2017-19 LAB POP 114.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$(78,722)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	(78,722)	-	-	-	-	-	(78,722)
Total Revenues	**($78,722)**	**-**	**-**	**-**	**-**	**-**	**($78,722)**
Services & Supplies							
Expendable Prop 250 - 5000	(42,686)	-	-	-	-	-	(42,686)
IT Expendable Property	(36,036)	-	-	-	-	-	(36,036)
Total Services & Supplies	**($78,722)**	**-**	**-**	**-**	**-**	**-**	**($78,722)**
Total Expenditures							
Total Expenditures	(78,722)	-	-	-	-	-	(78,722)
Total Expenditures	**($78,722)**	**-**	**-**	**-**	**-**	**-**	**($78,722)**
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 2019-21, inflation factors are 3.8% for standard inflation, 4.2% for Professional Services, 20.14% for Attorney General charges, 3.8% for Facility Rental and Taxes, and 3.7% for Special Payments. Inflation requested in this package is based on the 2019-21 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	$4,106,358
Other Funds	$25,347
Federal Funds	$127,433

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 031 - Standard 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	4,106,358	-	-	-	-	-	4,106,358
Total Revenues	**$4,106,358**	**-**	**-**	**-**	**-**	**-**	**$4,106,358**
Services & Supplies							
Instate Travel	11,547	-	-	-	-	-	11,547
Employee Training	3,712	-	-	-	-	-	3,712
Office Expenses	27,931	-	-	-	-	-	27,931
Telecommunications	7,600	-	-	-	-	-	7,600
Data Processing	863	-	-	-	-	-	863
Employee Recruitment and Develop	150	-	-	-	-	-	150
Facilities Maintenance	3,358	-	-	-	-	-	3,358
Medical Services and Supplies	4,046,622	-	25,347	127,433	-	-	4,199,402
Other Services and Supplies	1,944	-	-	-	-	-	1,944
Expendable Prop 250 - 5000	1,066	-	-	-	-	-	1,066
IT Expendable Property	1,565	-	-	-	-	-	1,565
Total Services & Supplies	**$4,106,358**	**-**	**$25,347**	**$127,433**	**-**	**-**	**$4,259,138**
Total Expenditures							
Total Expenditures	4,106,358	-	25,347	127,433	-	-	4,259,138
Total Expenditures	**$4,106,358**	**-**	**$25,347**	**$127,433**	**-**	**-**	**$4,259,138**

Corrections, Dept of
Pkg: 031 - Standard 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
Ending Balance							
Ending Balance	-	-	(25,347)	(127,433)	-	-	(152,780)
Total Ending Balance	**-**	**-**	**($25,347)**	**($127,433)**	**-**	**-**	**($152,780)**

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. Medical accounts are approved to use the additional medical services inflation factor because they rely heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology, and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2019-21, the above standard inflation factor for Medical Services and Supplies is 0.4%, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4%. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$425,958
Other Funds	$2,668
Federal Funds	$13,414

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 032 - Above Standard 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	425,958	-	-	-	-	-	425,958
Total Revenues	**$425,958**	**-**	**-**	**-**	**-**	**-**	**$425,958**
Services & Supplies							
Medical Services and Supplies	425,958	-	2,668	13,414	-	-	442,040
Total Services & Supplies	**$425,958**	**-**	**$2,668**	**$13,414**	**-**	**-**	**$442,040**
Total Expenditures							
Total Expenditures	425,958	-	2,668	13,414	-	-	442,040
Total Expenditures	**$425,958**	**-**	**$2,668**	**$13,414**	**-**	**-**	**$442,040**
Ending Balance							
Ending Balance	-	-	(2,668)	(13,414)	-	-	(16,082)
Total Ending Balance	**-**	**-**	**($2,668)**	**($13,414)**	**-**	**-**	**($16,082)**

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 for extraordinary inflation amounts on Medical Services & Supplies was approved by DAS. The exception rates approved are 3.0% for Medical Services, 3.0% for Behavioral Health, and 3.0% for Pharmacy. These rates are in addition to the 3.8% standard inflation in package 031, and the 0.4% above standard inflation included in package 032.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$3,181,734
Other Funds	$20,011
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget in 2021-23.

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	3,181,734	-	-	-	-	-	3,181,734
Total Revenues	**$3,181,734**	**-**	**-**	**-**	**-**	**-**	**$3,181,734**
Services & Supplies							
Medical Services and Supplies	3,181,734	-	20,011	-	-	-	3,201,745
Total Services & Supplies	**$3,181,734**	**-**	**$20,011**	**-**	**-**	**-**	**$3,201,745**
Total Expenditures							
Total Expenditures	3,181,734	-	20,011	-	-	-	3,201,745
Total Expenditures	**$3,181,734**	**-**	**$20,011**	**-**	**-**	**-**	**$3,201,745**
Ending Balance							
Ending Balance	-	-	(20,011)	-	-	-	(20,011)
Total Ending Balance	**-**	**-**	**($20,011)**	**-**	**-**	**-**	**($20,011)**

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 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
In response to the caseload projections included in the April 2018 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 de-activating temporary and emergency beds within the department's facilities as the result of the declining prison population forecast.

Specifically, the plan includes reducing the funding for temporary and emergency beds planned to be de-activated during the 2019-21 biennium at Two Rivers Correctional Institution, Coffee Creek Correctional Facility, and Eastern Oregon Correctional Institution.

Agency Request Budget

Staffing Impact	**2017-19**	**2019-21**
Positions	0	0
FTE	0	0

Revenue Source	
General Fund	$(256,409)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
Mandated caseload is re-projected each biennium during budget development based on the most current Office of Economic Analysis population forecast. Therefore, actions in this package will not have an impact in 2021-23.

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	(256,409)	-	-	-	-	-	(256,409)
Total Revenues	**($256,409)**	**-**	**-**	**-**	**-**	**-**	**($256,409)**
Services & Supplies							
Medical Services and Supplies	(256,409)	-	-	-	-	-	(256,409)
Total Services & Supplies	**($256,409)**	**-**	**-**	**-**	**-**	**-**	**($256,409)**
Total Expenditures							
Total Expenditures	(256,409)	-	-	-	-	-	(256,409)
Total Expenditures	**($256,409)**	**-**	**-**	**-**	**-**	**-**	**($256,409)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

103 Electronic Health Record (EHR)

Purpose
Department of Corrections (DOC) Health Services (HS) provides around-the-clock care to Oregon's adults in custody (AIC) at 14 institutions across the state. This includes medical, dental, mental health, and pharmacy services, with visits to outside hospitals or specialty providers when necessary. To deliver this level of care, DOC employs approximately 550 health care personnel and manages a number of agreements with health care organizations in communities throughout Oregon and surrounding states. HS is managed by an administrative unit in Salem, which sets policy and long-term direction for operational units representing the health care program at each facility.

HS is dedicated to program and service delivery in the most efficient and effective ways possible which align with the Agency Correctional Outcomes through Research and Engagement (CORE), utilizing evaluations and assessments through audits and outcomes to help us meet these CORE goals. For over a decade, business and technical challenges and issues have been identified and documented based on the current health record system; support the need for a new Electronic Health Record (EHR) solution to aid staff in doing their work as effectively, efficiently, and safely as possible. This includes many functions, such as HS Information Technology Services, operational support for AIC transports, Facilities, and AIC medical trip scheduling. As recently as 2014, a report from the Correctional Health Care Costs Task Force (Senate Bill 843 [2013]) included the use of an electronic health records system as a primary recommendation to the Ways & Means Subcommittee on Public Safety. DOC guiding principles, include having modern tools and technology in place. Noted issues in this business case include the following areas of concern:

Continuity of Care – Intake, Ongoing, Re-entry
Employees work with a system of paper-based patient health records and paper-driven workflows supported by increasingly outdated technology platforms, nonintegrated applications, and "workaround" solutions. This paper-laden system does not provide easy access to, or sharing and archiving of health care information. Staff lack modern tools designed to assist patients during the different phases of AIC intake into DOC, custody within DOC, and release and re-entry out of DOC. New staff must be taught how to record notes manually in medical files, and the lack of an EHR negatively impacts employee recruiting and retention. Files must also physically follow patients in an environment where both intra-and inter-facility moves are frequent, and they must also remain archived for many years. Continuity of care before and after incarceration between DOC and providers is comprised by not having an EHR.

Measurement – Evidence-Based Decision Making, Performance Indicators, and Compliance
Measuring the quality of health care with meaningful data is important because it informs stakeholders on how the health system is performing and leads to improved operations and care. Due to the difficulty of analyzing and reporting, measuring standards of care, and progress toward governing initiatives such as CORE and legislative KPMs is challenging. The Health Insurance Portability and Accountability Act (HIPAA) is a keystone regulatory driver that is not easily managed due, in part, to the current paper/electronic-based system.

Information Technology – Non-Centralized Data Management Compounded by Technical Debt
DOC loses efficiencies, litigation defense, and data quality by reporting from information inconsistently tracked and stored outside of a centrally managed records system. The longer DOC operates with a paper/electronic-based system surrounded by manual processes and supplemental systems ("workarounds"), the more custom development will accrue, making further changes harder in the future (technical debt). Other long-term problems include: ongoing alignment with Oregon Information Resources Enterprise Information Resource Management Strategy; DAS Enterprise Technology Services Strategic Plan; and, more recently, the new Executive Order, Unifying Cyber Security in Oregon, in which state agencies must carry out new actions to unify IT security functions.

DOC has successfully completed Stage Gate 1 - An Office of the State Chief Information Officer (OSCIO) approved, high-level Business Case for this initiative. DOC is working on procuring the services of an EHR Project Manager and Business Analyst in 2017-19 to start creating a detailed business case, project charter, initial risk assessment, and other project documents for Stage Gate 2 approval in 2019-21. Stage Gate 2 activities support DOC's efforts to secure additional funding or oversight support of continued project efforts to prepare detailed project management plans/artifacts for the project.

This request is for funding to accomplish Stage Gate 2, Detailed Project Planning and Execution. Included in these stages are obtaining independent quality assurance (QA) services (i.e., preliminary QA and other quality management services); creating a request for proposal (RFP); maintain scope, schedule, budget, and resources needs at a level of +/-10 percent of the project's vision; and planning and conducting a test scenario at Coffee Creek Correctional Facility (CCCF).

How Achieved
The EHR will be implemented by utilizing existing DOC staff along with vendors and software in partnership with the OSCIO with funding of $3,700,000 for Stage Gate 2, which includes quality assurance services. Some of this cost was noted in the high-level business case (BC), a software as a service (SaaS) solution including hardware upgrades. The amount in the BC has been adjusted by 3.7 percent for inflation. One item of note that will be explored in Stage Gate 2 (that was not in the original BC) is the option of building on/feasibility of using systems already in use by the Oregon State Hospital or the Oregon Youth Authority via a pilot at CCCF.

Quantifying Results
Projects must submit quarterly reports to OSCIO, based on OSCIO templates, timeframes, and other OSCIO requirements.

Both staff wellness and overtime reduction are DOC Destination 2026 strategic initiatives. To provide data-based decisions for these strategic initiatives, various aspects of staff wellness and retention are measured on the agency's performance measurement scorecard. Below are Agency performance measures that are impacted by not having an EHR, either by creating significant difficulty in accurately collecting and reporting the data through the existing manual paper and electronic-based systems or the negative impact on staff wellness and retention due to lack of an EHR.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OP3d	Chronic Disease Management	Percentage of AICs who are screened every 12 months for chronic diseases	TBD	TBD	TBD	TBD	Quarterly
AGY_OP3e	Parole/Release Medications	Percentage of AICs releasing with necessary medications	≤96%	97-98%	≥99%	100%	Quarterly
AGY_OM12a	Offsite Medical Healthcare	Percent of total AIC care encounters that occur offsite	≥1.16%	1.06-1.15%	≤1.05%	1%	Annually
AGY_SP1i	Non-Security Staff Retention	Percentage of non-security new hires reaching five years of DOC service	≤69%	70-79%	80-89%	90%	Quarterly

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	$3,700,000
Other Funds	$0

2021-23 Fiscal Impact
These one-time costs will phased out in 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Health Services**

Pkg: 103 - 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	3,700,000	-	-	-	-	-	3,700,000
Total Revenues	**$3,700,000**	**-**	**-**	**-**	**-**	**-**	**$3,700,000**
Services & Supplies							
Professional Services	3,700,000	-	-	-	-	-	3,700,000
Total Services & Supplies	**$3,700,000**	**-**	**-**	**-**	**-**	**-**	**$3,700,000**
Total Expenditures							
Total Expenditures	3,700,000	-	-	-	-	-	3,700,000
Total Expenditures	**$3,700,000**	**-**	**-**	**-**	**-**	**-**	**$3,700,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Health Services Division

115 Westside Infirmary

Purpose
The Oregon Department of Corrections (DOC) is requesting funding to expand patient care at the Oregon State Correctional Institution (OSCI). As the elderly population in our care and custody continues to rise, the addition of 24-hour nursing coverage on the Westside of the state provides an economical use of current resources as a first step in preparing for higher levels of infirmary care overtime.

Currently, the only male infirmary beds available on the Westside of the state are located at the Oregon State Penitentiary (OSP). Infirmary beds require 24 hours, seven days per week staffing, something that only OSP provides for the male population in the Willamette Valley. OSP is a multi-level facility with housing restrictions due to the stairs. This causes a severe strain on DOC's healthcare system because patient acuity continues to increase across the state and services such as radiation and chemotherapy are both more readily available and less expensive in the Valley. As a result, OSP has reached capacity in their infirmary and at times must utilize emergency beds (e-beds).

Institution	Gender	Infirmary Beds	Location
CCCF	F	14	West
EOCI	M	8	East
OSP	M	22*	West
SRCI	M	16	East
TRCI	M	16	East
East side Male Beds		40	
West side Male Beds		22*	
*32 with 10 e-beds			

Expanding medical staffing to 24-hour coverage at OSCI 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 AIC population. The Portland and 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 AICs (particularly out of state). Additionally, OSCI, a medium custody facility, is well suited to AICs with movement restrictions such as wheel chairs and walkers making it an excellent opportunity to house AICs with medical needs and medium custody requirements.

DOC is also asking for $100,000 for a site review and engineering evaluation of OSCI to determine a master plan for the addition of a new infirmary building. The current facility structure will not allow for the creation of an infirmary within its current layout but there are other opportunities at the Facility which are promising to create new space specific to infirmary beds. The projected construction would be for the 2021-23 or 2023-25 biennia.

How Achieved
DOC proposes expanding medical staffing coverage to 24 hours, 7 days per week at OSCI. DOC requests 23 additional staff (20.20 FTE) as follows:

- 1 Nurse Manager
- 1 Office Specialist 2
- 1 Medical Records Specialist
- 10 Registered Nurses (8.60 FTE)
- 10 Certified Medical Aides (8.60 FTE)

By adding this staffing and becoming a 24 hours, 7 days per week medical operation, it allows OSCI to accommodate higher acuity patients than they currently handle and will utilize existing beds as a convalescence or step-down unit. The OSP Infirmary would then be utilized for only the highest acuity patients and OSCI would provide a lower level of care that still requires uninterrupted coverage while allowing the patients to remain in the Willamette Valley.

Quantifying Results
This proposal would allow DOC to control some higher costs created by AIC patients who are currently required to stay hospitalized longer than necessary due to a limited number of Westside infirmary beds.

The significance of the AIC health needs and the impacts the limited male infirmary bed space on the Westside of the state has on AIC transport and institution placement is reflected in the fact that they are addressed in two Destination 2026 strategic initiatives: “AIC *(Health Care)* Needs Compiled” and “Right Bed/Right Time.”

The impacts of limited appropriate bed space (right bed/right time) and other institution placement restrictions due to AIC health needs versus available infirmary beds are tracked in one agency performance measure. There are additional measures tracked on the Health Services Unit scorecard.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM12a	Offsite Medical Healthcare	Percent of total AIC care encounters that occur offsite	≥1.16%	1.06-1.15%	≤1.05%	1%	Annually

Agency Request Budget

Staffing Impact

Positions	23
FTE	20.20

Revenue Source

General Fund	$4,642,129
Other Funds	$0

2021-23 Impact:

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs and one-time cost would be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 115 - Westside Infirmary

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	4,642,129	-	-	-	-	-	4,642,129
Total Revenues	**$4,642,129**	**-**	**-**	**-**	**-**	**-**	**$4,642,129**
Personal Services							
Class/Unclass Sal. and Per Diem	2,269,850	-	-	-	-	-	2,269,850
Overtime Payments	83,303	-	-	-	-	-	83,303
Shift Differential	25,649	-	-	-	-	-	25,649
All Other Differential	149,583	-	-	-	-	-	149,583
Empl. Rel. Bd. Assessments	1,403	-	-	-	-	-	1,403
Public Employees' Retire Cont	557,000	-	-	-	-	-	557,000
Social Security Taxes	193,426	-	-	-	-	-	193,426
Unemployment Assessments	4,551	-	-	-	-	-	4,551
Worker's Comp. Assess. (WCD)	1,334	-	-	-	-	-	1,334
Mass Transit Tax	15,170	-	-	-	-	-	15,170
Flexible Benefits	809,232	-	-	-	-	-	809,232
Total Personal Services	**$4,110,501**	**-**	**-**	**-**	**-**	**-**	**$4,110,501**
Services & Supplies							
Instate Travel	34,199	-	-	-	-	-	34,199
Employee Training	30,300	-	-	-	-	-	30,300
Office Expenses	158,004	-	-	-	-	-	158,004
Data Processing	43,551	-	-	-	-	-	43,551
Professional Services	100,000	-	-	-	-	-	100,000
Other Services and Supplies	26,401	-	-	-	-	-	26,401

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 115 - Westside Infirmary

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
Services & Supplies							
Expendable Prop 250 - 5000	75,463	-	-	-	-	-	75,463
IT Expendable Property	63,710	-	-	-	-	-	63,710
Total Services & Supplies	**$531,628**	**-**	**-**	**-**	**-**	**-**	**$531,628**
Total Expenditures							
Total Expenditures	4,642,129	-	-	-	-	-	4,642,129
Total Expenditures	**$4,642,129**	**-**	**-**	**-**	**-**	**-**	**$4,642,129**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							23
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**23**
Total FTE							
Total FTE							20.20
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**20.20**

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
1900189	MMS X6241	AP NURSE MANAGER	1	1.00	24.00	02	7,942.00	190,608				190,608
								91,875				91,875
1900190	AAONC0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
1900191	AAONC0015	AP HEALTH INFORMATION SPECIALIST	1	1.00	24.00	02	3,769.00	90,456				90,456
								62,150				62,150
1900192	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900193	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900194	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900195	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900196	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900197	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653
1900198	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653
1900199	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653
1900200	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653
1900201	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653

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
1900202	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.72	17.28	02	3,447.00	59,564				59,564
								52,982				52,982
1900203	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.72	17.28	02	3,447.00	59,564				59,564
								52,982				52,982
1900204	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.72	17.28	02	3,447.00	59,564				59,564
								52,982				52,982
1900205	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.72	17.28	02	3,447.00	59,564				59,564
								52,982				52,982
1900206	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.72	17.28	02	3,447.00	59,564				59,564
								52,982				52,982
1900207	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
1900208	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
1900209	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
1900210	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
1900211	AAONC6214	AP INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
		TOTAL PICS SALARY						2,269,850				2,269,850
		TOTAL PICS OPE						1,485,662				1,485,662
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		TOTAL PICS PERSONAL SERVICES =	23	20.20	484.80			3,755,512				3,755,512

Health Services Division

121 Healthcare Staffing Conversion

Purpose
Policy Option Package 121 seeks to address the following**:**

A. Behavioral Health Staffing Conversion and Funding of OB/GYN position
B. Health Promotion conversion from contractor to FTE

The resources being requested for the Health Services Division are item A.

A. Behavioral Health Staffing Conversion and Funding of OB/GYN position
The purpose of this policy option package is to convert the current Medical Services budget into 20 Behavioral Health Specialist 2's (BHS 2), 3 Psychiatric Mental Health Nurse Practitioners, 7 Psychologist positions, and 1 Physician. The S&S budget will move to funding employees rather than contractors. This shift would result in a net zero budget difference.

Most of these positions will exist in the Behavioral Health Services (BHS) section of the Oregon Department of Corrections (DOC). The purpose of this section is to provide treatment at each of the department's institutions for offenders who meet the criteria for a mental health diagnosis or an intellectual disability. Mental health treatment services must be consistent with the standards and quality of such services in the community in order to meet the legal obligation the state has to incarcerate people. This includes the evaluation of every Adult in Custody (AIC) to identify those who are mentally ill and to ensure that appropriate treatment services are made available. BHS is comprised of an administrative unit which sets policy and long term direction and several operational units that provide treatment for the targeted service populations. Operational units include intake, alcohol and drug treatment, outpatient treatment, mental health housing, day treatment, mental health infirmaries, intermediate care housing, and behavioral health units. Operational units are responsible for delivering treatment services to inmates at nine of DOC's institutions, consistent with policy established by the Health Services Administrator.

The Physician position provides medical care to AICs. This specific position would provide OB/GYN care to female AIC's at Coffee Creek Correction Facility (CCCF). OB/GYN services are currently provided by either outside providers and/or Locum Tenens contractors.

Historically, BHS employed mental health specialists that were required to have a Bachelor's degree. The minimum qualifications for clinicians conducting individual and group therapy, as well as other necessary components of diagnostic and treatment work requires a

Master's degree. Mental health specialists referred clients on their caseload to contractors for group and individual therapy because they did not meet those minimum qualifications. In January of 2011, as a result of Senate Bill 177, BHS was mandated to credential mental health professionals as Qualified Mental Health Professionals (QMHPs), requiring a Master's degree. Over the last several years DOC has, through attrition, shifted to employing only QMHPs. DOC has been able to recruit Master's level professionals, many of whom are licensed or who are currently working on licensure and are experienced in conducting group and individual therapy.

There are some fundamental differences between employees and contractors. Historically, there have been identified barriers for contractors in regard to inclusion in multidisciplinary teams, fidelity of services and oversight. Employed personnel provide a more stable workforce invested in the vision and mission of the department. Our current staff QMHPs have the experience and expertise to assume the various services historically provided by contractors. For DOC QMHP employees to assume the services previously provided by contractors, we need to convert contract dollars into staff positions.

Historically, DOC has also utilized contract psychologists because there is no classification for psychologists within the department. DOC is required to conduct psychological testing and evaluations as part of the intake process. Additionally, testing and evaluation needs in our highest levels of care statewide are provided by these contractors. Presently, there is a clinical psychologist classification within the state system which would better meet the needs of DOC's Intake Center and facilities with our highest levels of care. For DOC clinical psychologist positions to be established, we request to convert contract dollars into staff positions.

Repurposing contract dollars for three psychiatric mental health nurse practitioner (PMHNP) positions will give DOC greater flexibility in its efforts to address a current shortage of psychiatric medication prescriber services throughout the DOC. It would also expand the pool of practitioners available to take after-hours emergency calls.

The resources requested specific to item A are $0 General Fund, 54 positions, and 51.36 FTE. This shift would result in a net zero budget difference.

How Achieved

A. Behavioral Health Staffing Conversion and Funding of OB/GYN position

This request is budget neutral. The 2017-19 Biennial Budget for BHS Medical Services is $7,569,008. While the pay has not been established yet for AFSCME or AOCE Psychologists, using what is paid at the Oregon State Hospital, the total cost of the 30 requested positions would be $6,471,847, leaving approximately $1,000,000 to continue contracting for other services as necessary.

The Correctional Physician/OB/GYN is also a contracted service, currently budgeted in Professional Services for OB/GYN services incurred by sending patients to outside medical provider offices. Hiring a physician to work inside the institution will also reduce the need for security personnel to provide escort services thus reducing mandatory overtime and improving staff wellness.

Quantifying Results

A. Behavioral Health Staffing Conversion and Funding of OB/GYN position

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 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):

OP3.1a: Intake Screenings – The number of intake screening completed within 24 hours;
OP3.1c: Mental Health assessments and evaluations completed with 21 days;
OP3.2a: Inmate communications are triaged within 24 hours;
OP3.2b: Mental Health Clinic Schedule where clients with clinical symptoms are assessed within 48-72 hours;
OP3.2c: BHS Coordination of Care management – Percentage of inmates with serious & persistent mental illness receiving mental health case management services; and
OP3.2d: Average amount of structured treatment provided to individuals residing in Behavioral Health Unit.

Baseline data is currently being established.

Transitioning these roles from contractors to employees also strengthens the work in meeting the ODOC strategic goals. Individuals meet goals of their case plan; gain the skills to transition out of the corrections system; and evidence-based programs meet criminogenic needs.

Agency Request Budget:

Staffing Impact

Positions	54
FTE	51.36

Revenue Source

General Fund	$13,822,491
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Health Services**

Pkg: 121 - Healthcare Staffig Conversion **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	13,822,491	-	-	-	-	-	13,822,491
Total Revenues	**$13,822,491**	**-**	**-**	**-**	**-**	**-**	**$13,822,491**
Personal Services							
Class/Unclass Sal. and Per Diem	7,541,103	-	-	-	-	-	7,541,103
Overtime Payments	276,758	-	-	-	-	-	276,758
Shift Differential	85,214	-	-	-	-	-	85,214
All Other Differential	496,959	-	-	-	-	-	496,959
Empl. Rel. Bd. Assessments	3,294	-	-	-	-	-	3,294
Public Employees' Retire Cont	1,850,540	-	-	-	-	-	1,850,540
Social Security Taxes	635,243	-	-	-	-	-	635,243
Unemployment Assessments	15,120	-	-	-	-	-	15,120
Worker's Comp. Assess. (WCD)	3,132	-	-	-	-	-	3,132
Mass Transit Tax	50,400	-	-	-	-	-	50,400
Flexible Benefits	1,794,384	-	-	-	-	-	1,794,384
Total Personal Services	**$12,752,147**	**-**	**-**	**-**	**-**	**-**	**$12,752,147**
Services & Supplies							
Instate Travel	86,952	-	-	-	-	-	86,952
Employee Training	77,040	-	-	-	-	-	77,040
Office Expenses	401,738	-	-	-	-	-	401,738
Data Processing	110,732	-	-	-	-	-	110,732
Other Services and Supplies	67,128	-	-	-	-	-	67,128
Expendable Prop 250 - 5000	177,174	-	-	-	-	-	177,174

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Health Services**

Pkg: 121 - Healthcare Staffig Conversion **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
Services & Supplies							
IT Expendable Property	149,580	-	-	-	-	-	149,580
Total Services & Supplies	**$1,070,344**	**-**	**-**	**-**	**-**	**-**	**$1,070,344**
Total Expenditures							
Total Expenditures	13,822,491	-	-	-	-	-	13,822,491
Total Expenditures	**$13,822,491**	**-**	**-**	**-**	**-**	**-**	**$13,822,491**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							54
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**54**
Total FTE							
Total FTE							51.36
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**51.36**

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
1900357	MNNNZ7514	AP CORRECTIONS PHYSICIAN SPECIALI	1	1.00	24.00	02	15,667.00	376,008				376,008
								139,538				139,538
1900358	MNNNZ7514	AP CORRECTIONS PHYSICIAN SPECIALI	1	.23	5.52	02	15,667.00	86,482				86,482
								25,787				25,787
1900359	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900360	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900361	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900362	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900363	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900364	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900365	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900366	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900367	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900368	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900369	MMN X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903

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
1900370	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	02	6,542.00	157,008				157,008
								81,903				81,903
1900371	MMN X0873 AP	OPERATIONS & POLICY ANALYST 4	1	.04	.96	02	6,542.00	6,280				6,280
								1,983				1,983
1900372	AAONC6256 AP	PSYCHIATRIC NURSE PRACTIONER	1	1.00	24.00	02	7,926.00	190,224				190,224
								91,761				91,761
1900373	AAONC6256 AP	PSYCHIATRIC NURSE PRACTIONER	1	1.00	24.00	02	7,926.00	190,224				190,224
								91,761				91,761
1900374	AAONC6256 AP	PSYCHIATRIC NURSE PRACTIONER	1	1.00	24.00	02	7,926.00	190,224				190,224
								91,761				91,761
1900375	AAONC6256 AP	PSYCHIATRIC NURSE PRACTIONER	1	.69	16.56	02	7,926.00	131,255				131,255
								74,259				74,259
1900376	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900377	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900378	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900379	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900380	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900381	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900382	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011

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
1900383	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900384	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900385	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900386	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900387	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900388	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900389	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900390	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900391	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900392	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900393	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900394	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900395	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011

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
1900396	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900397	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900398	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900399	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900400	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900401	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900402	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900403	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900404	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900405	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900406	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900407	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011
1900408	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416 74,011				130,416 74,011

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
1900409	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900410	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	.40	9.60	02	5,434.00	52,166				52,166
								15,602				15,602
		TOTAL PICS SALARY						7,541,103				7,541,103
		TOTAL PICS OPE						4,031,662				4,031,662
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		TOTAL PICS PERSONAL SERVICES =	54	51.36	1232.64			11,572,765				11,572,765

Health Services Division

122 Certified Medication Aides

Purpose
Request 40 Certified Medication Aide positions (34.40 FTE) to staff medication lines and infirmaries at institutions so institution registered nurses can provide needed direct patient care. DOC has worked with DAS Classification/Compensation for the last two years to successfully create a new classification, Certified Medication Aide (CMA), to staff our medication lines and provide basic nursing care in our five existing infirmaries.

CMA Medication Administration and Treatments**:** Administer oral, sublingual, and buccal medications, including eye medications with the exception of eye medications to new post-operative eye clients; ear medications; nasal medications; rectal medications; vaginal medications; skin ointments; topical medications including patches and transdermal medications; medications by gastrostomy and jejunostomy tubes; premeasured medication delivered by aerosol/nebulizer; and medications delivered by metered hand-held inhalers. Administer PRN medications, including controlled substances, to stable clients according to physician's or nurse practitioner's orders in response to specific client requests. Administer regularly scheduled controlled substances. Jointly witness wasted controlled substances with a licensed nurse. Count controlled substances with a licensed nurse or another CMA. Perform capillary blood glucose (CBG). Turn oxygen on and off at predetermined, established flow rate. Add fluid to established jejunostomy or gastrostomy tube feedings, change established tube feeding bags, and accept verbal or telephone orders for medication from a licensed health care professional who is authorized to independently diagnose and treat.

CMA Basic Nursing: Assist with activities of daily living (ADLs) such as hygiene, housekeeping, basic grooming, and basic daily needs to promote functional independence. Assist with nutrition, hydration, elimination, personal care, positioning devices and restraints, and restorative care. Observe and report changes of condition to a licensed nurse.

DOC currently runs an average of 105 medication handout lines daily, which takes about 105 hours per day, typically compressed into a 12-hour time span, seven days a week, equating to slightly over 13 FTE. Historically, these lines have been staffed by two people, an RN and/or another RN or a Health Services Technician (LPN). We anticipate replacing the RNs with the CMAs for med-line staffing.

In calendar year 2017, the RNs at DOC recorded 1,513 hours of mandatory overtime and 18,842 hours of overtime at a cost of $1,086,950. We also employed float pool nurses at a cost of $706,739 in 2017, the equivalent of 8.5 FTE. The RN classification at DOC has one of the highest turnover rates of all DOC classifications due, in part, to burnout. We request these CMA positions with the goal of reducing nursing overtime and to relieve nurses on the medication line responsibilities in order to focus on direct patient care. Destination 2026, the strategic

plan for DOC, recognizes the criticality of staff wellness and specifically addresses the reduction of overtime. Excessive overtime is one driver of RN turnover and RN FMLA/OFLA protection. The CMA positions will help achieve the employee wellness goal.

How Achieved
Create 40 new Salary Grade 16 positions, and offset by reducing RN (SG 28) overtime and reducing the use of float pool nurses.

Quantifying Results
Our employees are our greatest asset. Thus, both staff wellness and overtime reduction are DOC Destination 2026 strategic initiatives. To provide data-based decisions for these strategic initiatives, various aspects of staff wellness and retention are measured on the agency's performance measurement scorecard. Retention of non-Security staff, which includes Health Services staff, is highlighted below.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_SP1i	Non-Security Staff Retention	Percentage of non-security new hires reaching five years of DOC service	≤69%	70-79%	80-89%	90%	Quarterly

To specifically assess the effectiveness of the CMA positions, additional Health Services staff wellness measurements being considered are:

- RN overtime;
- RN retention/turnover;
- RN FMLA/OFLA usage; and
- Nurse float pool cost/usage.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	40
FTE	34.40

Revenue Source

General Fund	$5,935,935
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 122 - Certified Medication Aides

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	5,935,935	-	-	-	-	-	5,935,935
Total Revenues	**$5,935,935**	**-**	**-**	**-**	**-**	**-**	**$5,935,935**
Personal Services							
Class/Unclass Sal. and Per Diem	2,845,840	-	-	-	-	-	2,845,840
Overtime Payments	104,442	-	-	-	-	-	104,442
Shift Differential	32,158	-	-	-	-	-	32,158
All Other Differential	187,541	-	-	-	-	-	187,541
Empl. Rel. Bd. Assessments	2,440	-	-	-	-	-	2,440
Public Employees' Retire Cont	698,348	-	-	-	-	-	698,348
Social Security Taxes	242,517	-	-	-	-	-	242,517
Unemployment Assessments	5,706	-	-	-	-	-	5,706
Worker's Comp. Assess. (WCD)	2,320	-	-	-	-	-	2,320
Mass Transit Tax	19,020	-	-	-	-	-	19,020
Flexible Benefits	1,055,520	-	-	-	-	-	1,055,520
Total Personal Services	**$5,195,852**	**-**	**-**	**-**	**-**	**-**	**$5,195,852**
Services & Supplies							
Instate Travel	58,239	-	-	-	-	-	58,239
Employee Training	51,600	-	-	-	-	-	51,600
Office Expenses	269,077	-	-	-	-	-	269,077
Data Processing	74,166	-	-	-	-	-	74,166
Other Services and Supplies	44,961	-	-	-	-	-	44,961
Expendable Prop 250 - 5000	131,240	-	-	-	-	-	131,240

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 122 - Certified Medication Aides

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
Services & Supplies							
IT Expendable Property	110,800	-	-	-	-	-	110,800
Total Services & Supplies	**$740,083**	**-**	**-**	**-**	**-**	**-**	**$740,083**
Total Expenditures							
Total Expenditures	5,935,935	-	-	-	-	-	5,935,935
Total Expenditures	**$5,935,935**	**-**	**-**	**-**	**-**	**-**	**$5,935,935**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							40
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**40**
Total FTE							
Total FTE							34.40
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**34.40**

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
1900299	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900300	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900301	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900302	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900303	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900304	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900305	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900306	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900307	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900308	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900309	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900310	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900311	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857

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
1900312	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900313	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900314	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900315	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900316	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900317	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900318	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900319	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900320	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900321	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900322	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900323	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857
1900324	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728 59,857				82,728 59,857

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
1900325	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900326	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900327	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900328	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	1.00	24.00	02	3,447.00	82,728				82,728
								59,857				59,857
1900352	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900353	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900354	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900355	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900356	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900412	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900413	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900414	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
1900415	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923

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
1900417	AAONC6128	AP CERTIFIED MEDICATION AIDE	1	.44	10.56	02	3,447.00	36,400				36,400
								10,923				10,923
		TOTAL PICS SALARY						2,845,840				2,845,840
		TOTAL PICS OPE						1,904,940				1,904,940
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		TOTAL PICS PERSONAL SERVICES =	40	34.40	825.60			4,750,780				4,750,780

Health Services Division

124 Opioid Overdose Prevention

Purpose

This policy option package seeks to upgrade security practices through the use of technology and treatment to address opioid drug addiction as a public health crisis and limit staff and AIC exposure to dangerous controlled substances. The items listed below will improve staff safety, provide better security, and reduce the amount of drugs and other contraband coming into DOC institutions.

A. Mail Scanners and TruNarc devices
B. Raman Spectrometer (Tru-Narc) – Handheld Narcotics Analyzer
C. K9 drug program
D. Body Scanners
E. Medically Assisted Treatment

Four policy and program areas have been identified for this package request. The resources being requested for Health Services are specific to Item E.

Medication Assisted Treatment (MAT) is a medically monitored therapeutic intervention designed to assist opiate-dependent adults. Opioid addiction is one of Oregon's most pressing public health issues. Even when the opioid-dependent adult has a strong desire to stop their substance use, they may find the physical and psychological withdrawal systems so difficult that they continue to use opioids to avoid withdrawal. MAT is proposed as a tool for AICs as they return to their communities and help reduce the likelihood of both lethal and non-lethal overdoses, encourage abstinence from opioid use, and reduce recidivism-related to opioid drug addiction.

How Achieved

Under the MAT program, a Qualified Mental Health Professional (QMHP) will screen AICs for opioid use disorder as part of the intake process. As AICs with an opioid use disorder diagnosis approach release, a Release QMHP will provide specific counseling, training, and case management to prepare the AIC to reintegrate into the community. The Release QMHP will also assess the AICs who came into custody before the intake opioid use disorder assessment started for potential program participation. As part of the release process for AICs with diagnosed opioid use disorder, a special needs review will be scheduled with a provider and a prescription for an identified medication therapy will be generated. A specialized MAT registered nurse will administer the selected medication and provide medication counseling within 30 days prior to release. The expected case load is 45 adults per month.

There is an increased need for substance abuse treatment beds. With the addition of MAT DOC will establish a 35-bed male program and a 25-bed female program. These treatment beds will not be for MAT exclusively, but will add additional treatment capacity to meet the need of all AICs. The introduction of MAT will require increased and detailed collaboration between Medical Services, Behavioral Health Services (BHS), and contracted substance abuse treatment programs. The Program Analyst 2 (PA2) will support the existing treatment programs, collaborate with Health Services around MAT, and help establish new treatment programs as necessary.

Medications reviewed with evidence based practices include buprenorphine/naloxone sublingual films, sustained release naltrexone injection, methadone tables/solution, and recently available sustained release buprenorphine injection. Depending on the treatment, the cost of the medication could be $2.6 million/biennium.

Administrative Specialist 1 support will be required to develop procedures, systems, and forms necessary to complete this MAT work and ensure efficient flow of information, work flow, and delivery of services within the agency and/or with other agencies, vendor or contractors. This position will help AICs understand and start the Medicaid application process to continue treatment. This position will explain laws, rules, and procedures for obtaining services after release to continue treatment. This position will collect data and compile statistical information related to the MAT program measuring success rate and/or performance to be used by others to make decisions related to the program.

Quantifying Results
Results for this package will be measured by being able to appropriately diagnose and quantify the number of AICs with Opioid Use Disorder during the intake process. We will also be able to track the percent of AICs who are administered medication-assisted treatment and counseling for Opioid Use Disorder within 30 days prior to their release from DOC custody.

Agency Request Budget

Staffing Impact

Positions	8
FTE	7.16

Revenue Source

General Fund	$6,123,947
Other Funds	$0

2021-23 Fiscal Impact

BUDGET NARRATIVE

The positions and ongoing costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Health Services**

Pkg: 124 - Opioid Overdose Prevention **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	6,123,947	-	-	-	-	-	6,123,947
Total Revenues	**$6,123,947**	**-**	**-**	**-**	**-**	**-**	**$6,123,947**
Personal Services							
Class/Unclass Sal. and Per Diem	911,533	-	-	-	-	-	911,533
Overtime Payments	33,453	-	-	-	-	-	33,453
Shift Differential	10,300	-	-	-	-	-	10,300
All Other Differential	60,070	-	-	-	-	-	60,070
Empl. Rel. Bd. Assessments	488	-	-	-	-	-	488
Public Employees' Retire Cont	223,684	-	-	-	-	-	223,684
Social Security Taxes	77,676	-	-	-	-	-	77,676
Unemployment Assessments	1,828	-	-	-	-	-	1,828
Worker's Comp. Assess. (WCD)	464	-	-	-	-	-	464
Mass Transit Tax	6,092	-	-	-	-	-	6,092
Flexible Benefits	246,288	-	-	-	-	-	246,288
Total Personal Services	**$1,571,876**	**-**	**-**	**-**	**-**	**-**	**$1,571,876**
Services & Supplies							
Instate Travel	12,122	-	-	-	-	-	12,122
Employee Training	10,740	-	-	-	-	-	10,740
Office Expenses	56,006	-	-	-	-	-	56,006
Data Processing	15,437	-	-	-	-	-	15,437
Medical Services and Supplies	4,400,000	-	-	-	-	-	4,400,000
Other Services and Supplies	9,358	-	-	-	-	-	9,358

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Health Services**

Pkg: 124 - Opioid Overdose Prevention **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
Services & Supplies							
Expendable Prop 250 - 5000	26,248	-	-	-	-	-	26,248
IT Expendable Property	22,160	-	-	-	-	-	22,160
Total Services & Supplies	**$4,552,071**	**-**	**-**	**-**	**-**	**-**	**$4,552,071**
Total Expenditures							
Total Expenditures	6,123,947	-	-	-	-	-	6,123,947
Total Expenditures	**$6,123,947**	**-**	**-**	**-**	**-**	**-**	**$6,123,947**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							8
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**8**
Total FTE							
Total FTE							7.16
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**7.16**

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
1900339	AAONC0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	02	3,600.00	86,400				86,400
								60,947				60,947
1900340	AAONC6214 AP	INSTITUTION REGISTERED NURSE	1	1.00	24.00	02	5,805.00	139,320				139,320
								76,653				76,653
1900341	AAONC6214 AP	INSTITUTION REGISTERED NURSE	1	.72	17.28	02	5,805.00	100,310				100,310
								65,075				65,075
1900342	AAONC0861 AP	PROGRAM ANALYST 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900343	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900344	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900345	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	1.00	24.00	02	5,434.00	130,416				130,416
								74,011				74,011
1900346	CP C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	1	.44	10.56	02	5,434.00	57,383				57,383
								17,151				17,151
		TOTAL PICS SALARY						911,533				911,533
		TOTAL PICS OPE						517,786				517,786
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		TOTAL PICS PERSONAL SERVICES =	8	7.16	171.84			1,429,319				1,429,319

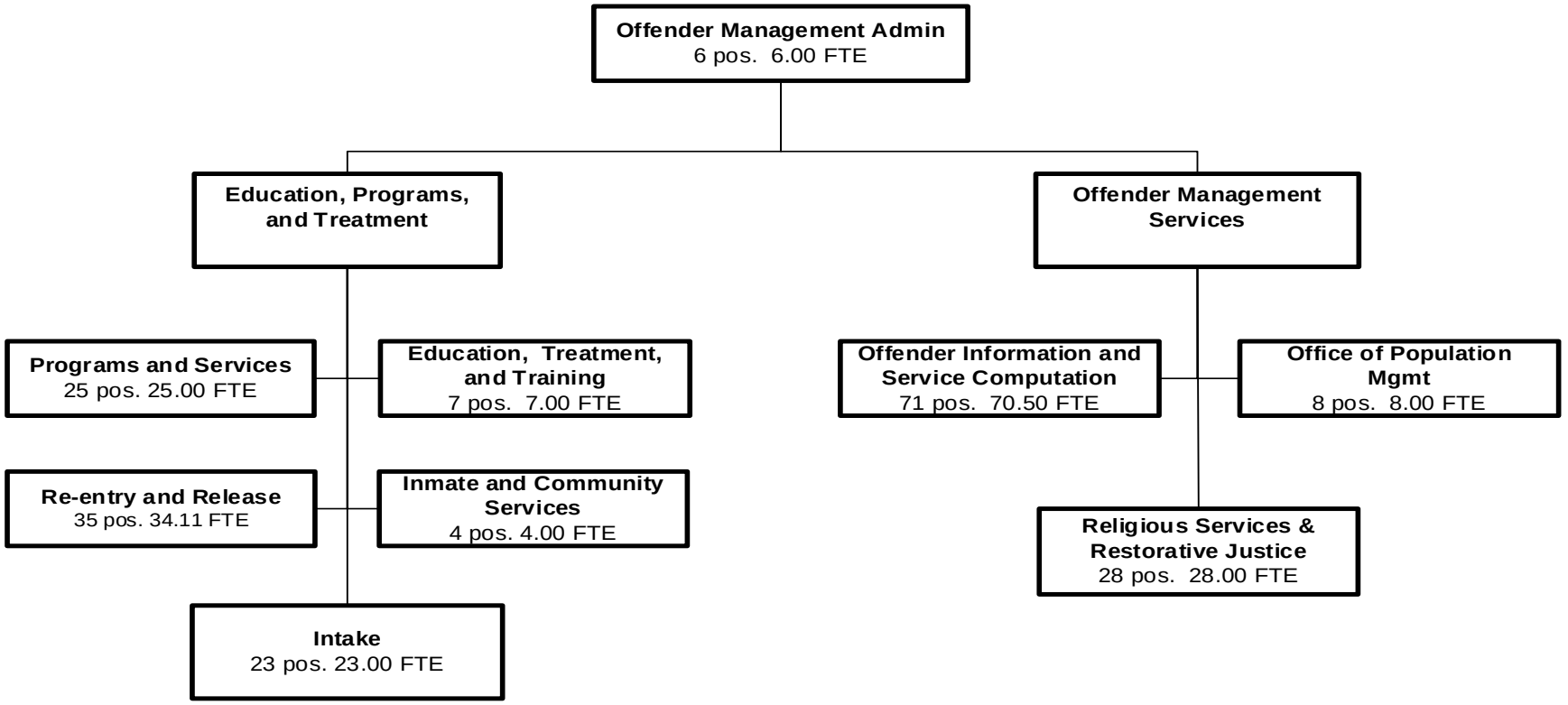
DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Source	Fund	ORBITS Revenue Acct	2013-2015 Actual	2015-17 Legislatively Adopted	2015-17 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Social Security reporting incentive	Other	0355	$0	$91,109	$91,109	**$182,677**	$0	$0
Charges for Services	Other	0410	11,034	11,989	11,989	**31,232**	0	0
Administration and Service Charges	Other	0415	516	0	0	0	0	0
Restitution for medical services	Other	0505	155,771	43,916	43,916	**320,242**	0	0
Sale of photocopies	Other	0705	40,318	26,436	26,436	**50,458**	0	0
Personal medical equipment reimbursement	Other	0975	562,658	395,000	395,000	**140,220**	0	0
State Criminal Alien Assistance Program (SCAAP) grant and Oregon Health Network	Federal	0995	3,390,585	3,353,513	3,353,513	**3,494,360**	0	0

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2017-19 Legislatively Approved Budget

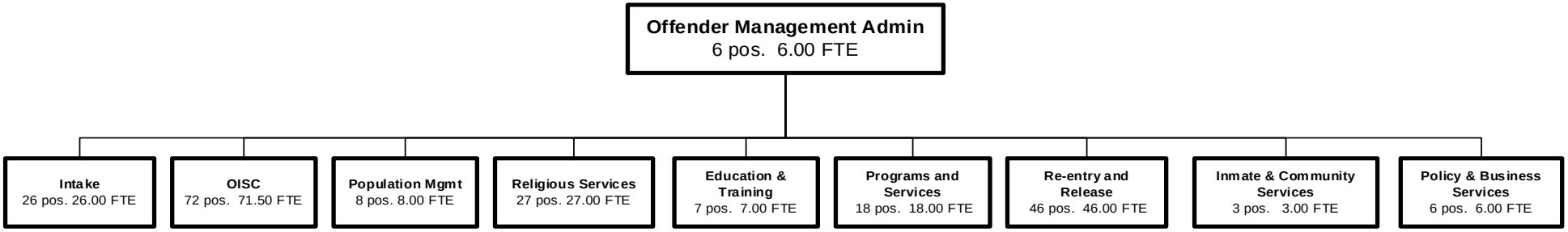


Total Positions: 207
FTE: 205.61

OREGON DEPARTMENT OF CORRECTIONS

Offender Management & Rehabilitation Division Organizational Chart

2019-21 Agency Request Budget



Total Positions: 219
FTE: 218.50

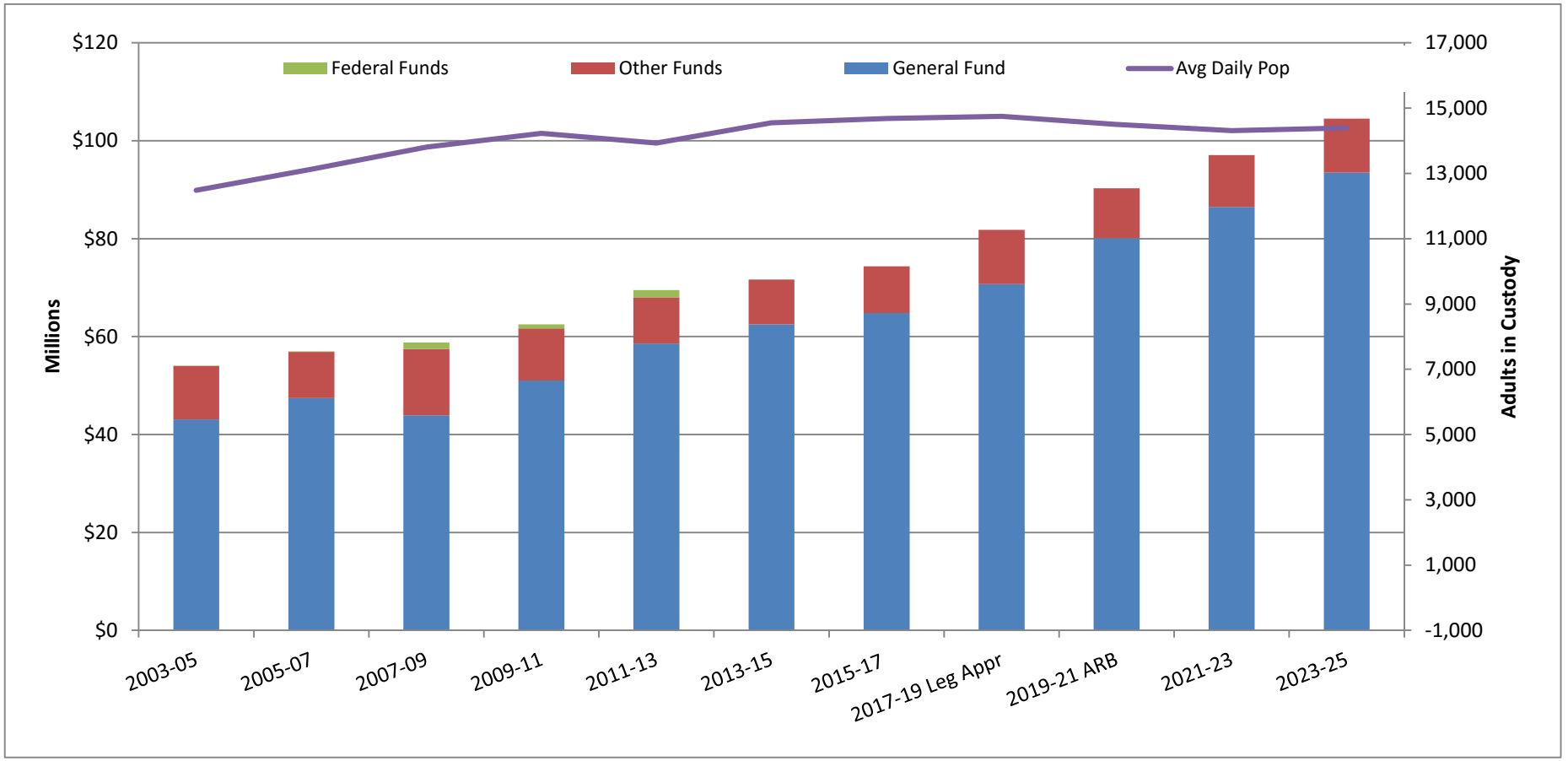
Offender Management and Rehabilitation Division

Program Unit Executive Summary

a. Long-Term Focus Areas that are impacted by the program: Healthy and Safe Oregonians, a Seamless System of Education, and a Thriving Statewide Economy.

b. Primary Program Contact: Heidi Steward, Assistant Director for Offender Management and Rehabilitation Division

c. Total Funds Budget:



d. Program Overview

Offender Management and Rehabilitation Division impacts more than 14,900 AICs in state prisons and encompasses eleven units, which combined, deliver medical, behavioral health, dental and pharmacy services, and oversee success from admission to release using dynamic case management strategies that involve AICs, guide and target corrections interventions, and enhance linkages to community-based networks of support.

e. Program Funding Request

This program is requesting $80,083,563 of General Fund. This includes the base budget from 2017-2019 plus essential packages to adjust for compensation increases and inflation necessary to maintain the current service level. This also includes funding requests for four Policy Option Packages, which are described in detail later in this document. Estimated costs for 2021-23 are $86,489,216 and $93,490,134 for 2023-25.

f. Program Description

This program provides a continuum of evidence-based interventions as well as other services, opportunities, and tools to help AICs successfully transition from prison to the community. Upon an individual's admission to DOC, a variety of assessments are administered to identify risks and needs (security, medical, mental health, substance abuse, educational, cognitive), including a criminal risk assessment tool to calculate the risk to recidivate. The results of these assessments yield an individualized case plan for each AIC. The individualized case plan identifies interventions and supervision strategies, health issues, facility work assignments, programming, treatment, including educational and vocational activities appropriate to the individual's strengths and needs. The plan promotes positive change and assists AICs with developing pro-social behaviors to facilitate prison adjustment and successful re-entry.

From admission to release, DOC targets resources to help AICs with a moderate-to-high risk of recidivating using evidence-based practices. Offender Management and Rehabilitation Division provides a continuum of programs, services, and structured activities designed to reduce the risk of future criminal conduct. Offender Management and Rehabilitation programs and overall budget cannot keep pace with the unique and substantial needs of the growing number of AICs who require the division's services. The program is challenged to respond to expectations from the public and policymakers to ensure those 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 Long-Term Outcomes

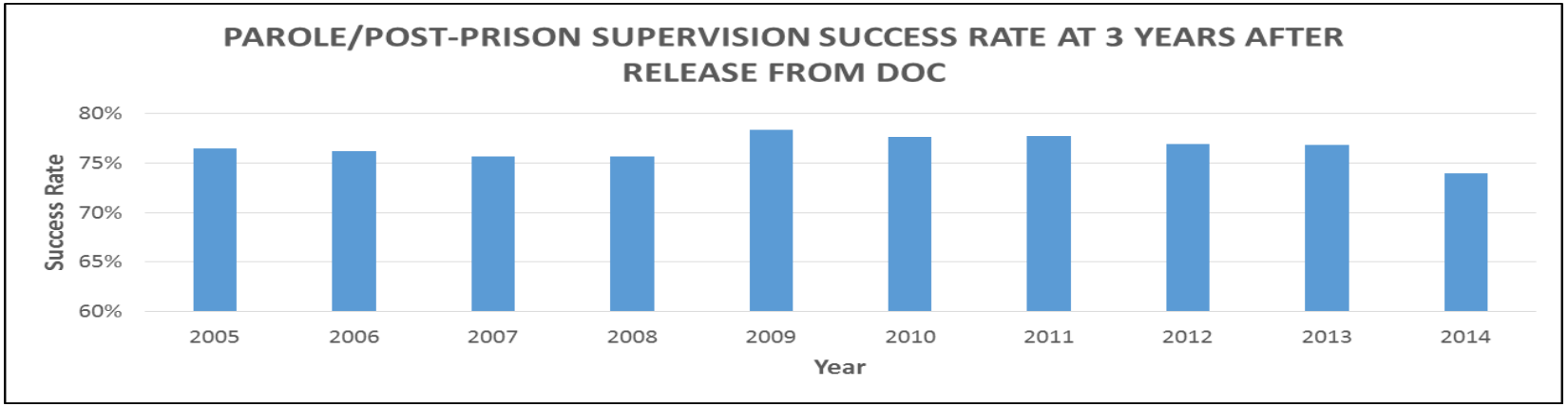
The purpose of the Offender Management and Rehabilitation Division is to enhance public safety through successful AIC re-entry. Success is measured by the absence of conviction for new felony crimes. Reduced rates of crime managed with addictions and mental health, directly lead to enhanced community safety and to the reduction of future victimization. Effective re-entry is a

complicated matter, but vital to the cause of public safety and community stability. Oregon continues to lead the nation with one of the lowest recidivism rates and a focus on evidence-based practices.

Findings 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," remain true; AICs participating in evidence-based programs recidivate at a statistically significant lower rate as compared to nonparticipants. 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 less crime, and lower incarceration rates and, thus, a reduction in costs for Oregonians.

In addition to corrections specific interventions, the Offender Management and Rehabilitation Division contributes to the overall education and employability of Oregonians through our education and workforce preparation programming. DOC's GED pass rate is 93 percent surpassing the 80 percent overall pass rate for corrections GED taker nationally and the 83 percent overall national pass rate for non-corrections test takers. The Re-Entry and Release Unit supports the statewide re-entry workforce conversation taking place through 2nd Chance Summits across Oregon, educating employers on the benefits of hiring a re-entry workforce.

h. Program Performance



Quantity Metric – Medium/High Risk Inmates Offered Treatment

This measure looks at the percentage of medium/high risk released offenders in the target group who were offered treatment prior to their release. Process changes resulted in a number of low-risk AICs being offered treatment between fiscal years 2012-13 and 2013-14, which accounts for the percentage decline. The other decline in fiscal year 2014-15 can be attributed to the 10 percent increase in medium/high risk releases with the same number of treatment beds as in prior years. The most recent drop during the fiscal year 2016-2017 can be primarily attributed to the loss of 131 treatment bed spaces due to budget cuts.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
42.8%	42%	45%	43.3%	44.7%	42%	46.4%	37.14%

Quantity Metric – Percentage of Releasing Inmates Completing GEDs

During the intake process, education needs of AICs are assessed and a verification of educational credentials (e.g., high school diploma, GED) is completed. Education services are then focused toward individuals without a verified high school diploma or GED. The measurement below compares the GED completion rates for AICs releasing during each fiscal year who were assessed as needing a GED and who obtained a GED prior to their release.

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
40.3%	44.4%	43.6%	45.5%	48.6%	32.7%	31.4%	34.6%

Quantity Metric – Percentage of Inmates Releasing with Identification Documents (Birth Certificate & Social Security Card)

Having a birth certificate and social security card upon release is essential to the successful re-entry and reintegration of the individuals releasing from our institutions into the community. A birth certificate and social security card are needed to get a job, and not having identification can hinder the ability to prove identity, transact banking activities, obtain Veterans Affairs, Medicare, Medicaid, Cover Oregon, and other benefits, purchase, register, and insure an automobile, or apply for school. Recognizing the impact having these pieces of identification upon release has helped successful re-entry and recidivism, DOC developed a policy to submit and pay for a replacement birth certificate and social security card applications for eligible AICs. The Governor's Re-entry Council and DOC measure and track the percentage of AICs releasing with both pieces of identification.

When DOC started tracking in 2012, less than five percent of our AICs had both a birth certificate and social security card when released. Since then, DOC has redistributed work, designated more funds and resources, and streamlined processes to facilitate an AICs ability to obtain these pieces of identification. A new automated notification/application process was implemented November, 2017 that we anticipate will further improve our success in this area.

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
4.69%	7.94%	21.41%	37.16%	44.11%

i. Enabling Legislation/Program Authorization

U.S. Constitution, 14th Amendment; Case Law: Bounds v. Smith;137.225; 137.310; 137.320; 137.750; 137.751; 137.775; 179.375; Oregon Constitution (Article 1; Bill of Rights – Sec. 2 &3); Religious Land Use & Institutionalized Persons Act of 2000 (RLUIPA); 182.525; 144.096; 137.375; 144.260; 179.040(2)(b); 181.603; 181.800 – 181.801; 343.041; Federal Law 34 CFR, Part 300.11; Individuals with Educational Disabilities (IDEA) Act of 2004; 420A.203; 420A.206; 421.081- 421.084; 421.120; 421.121; 421.166; 421.168; 421.504; 421.506; 423.020(1)(e)(2); Oregon Constitution (Article 1 – Sec. 41); 423.085; ORS 421.081; 423.150 (BM57); 476.730; 802.087

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 AIC work program services and products.

k. Comparison and Proposed Funding Changes from 2015-2017

The 2019-21 funding proposal for the Offender Management and Rehabilitation programs include the base budget and essential packages, which includes 207 positions and 206.50 FTE. Through a number of POP's this program is requesting nine new positions (9.00 FTE), as well as specific funding for AIC programming, improving re-entry opportunities, and replacement of IWF lost with general funds resulting from the FCC ruling.

- Policy Package 101b – Norway Best Practices. This package component seeks to provide extended visitation, include families in case management, and partner with stakeholders to serve the needs of crossover clients.

- Policy Package 101d – Norway Best Practices. This package component seeks to provide highly skilled and consistent trainers to maintain current levels of cognitive and parenting services utilizing the latest in gender-responsive curriculum and standards.

- Policy Package 111a – Offender Management and Rehabilitation Division & Operations FTE. This package component requests an additional position to create a permanent training position in Offender Information and Sentence Computation (OISC) to eliminate pulling a Technical Program Specialist from their normal duties to perform the training.

- Policy Package 111c – Offender Management and Rehabilitation Division & Operations FTE. This package component requests additional positions in intake to resolve two long term double fills, nearly eliminate overtime, improve maintenance, evaluation and fidelity of data gathering, improve staff retention and moral, and free management up to respond to emergent matters.

- Policy Package 111d – Offender Management and Rehabilitation Division & Operations FTE. This package component seeks

the addition of two floater positions to manage immediate release cases, cover other release counselor staff medical and vacation leave, and assist with unique caseload challenges and release number spikes periodically experienced.

- Policy Package 118 – CJIS Compliance. This package requests additional positions to manage the thousands of non-employee service providers to ensure compliance with state and federal standards for prison access as well as to improve customer service to our critical community partners.

- Policy Package 121b – Healthcare Staffing Conversion. This package component seeks to repurpose contract dollars to fund positions to better serve the program and AICs across the state which is key in the adaptation and implementation of the Health Promotion Program and trains contractors on new approaches and tools as they are discovered and implemented.

Program Unit Narrative

The Offender Management and Rehabilitation Division includes the following sub-units: Administration; Intake; Correctional Case Management (CCM); Offender Information and Sentence Computation (OISC); Office of Population Management (OPM); Programs and Social Support Services; Education; Religious Services; Re-Entry and Release and Health Services. Health Services' overview is in a separate narrative. An overview of each other sub-unit is described in more detail below.

Offender Management and Rehabilitation Division

The Offender Management and Rehabilitation Division Administration section provides policy and legislative direction to the division; management oversight of Offender Management and Rehabilitation budget, contracts, and federal grants. Monitoring of division's business practices to ensure adherence with statutory requirements as well as DOC policies and administrative rules. The Offender Management and Rehabilitation Division Administration also ensures that evidence-based practices are utilized with all programs and services and coordinates audit teams to provide quality assurance reviews of service delivery and contractual obligations. The Division utilizes project management and process improvement to maintain and implement the division.

Intake

The Intake Unit is comprised of 432 male and 60 female intake beds. The unit is responsible for processing all individuals sentenced to the custody of DOC. Processing includes orientation, informational classes, a 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 individual's incarceration. The primary objective of Intake is to conduct a complete and individualized assessment of each of the approximately 5,400 individuals entering DOC each year, which includes medical, mental health, vulnerability, education, program eligibility, classification, and criminal risk/needs/responsivity factors. The outcome is a high-quality, individualized case plan that guides facility placement and serves as the primary tool for tracking an AIC's progress in working to mitigate identified risk factors. The case

plan is passed on to the receiving facility staff and ultimately to Community Corrections upon the individual's release, aiding in a seamless transition.

Over the last three biennia, we have requested FTE for Intake, which has been denied, and our need remains. Intake currently has 11 FTE counselor positions, and since 2012 has utilized 1 additional unfunded counselor FTE. In addition to the unfunded FTE, intake averages 1,300 overtime hours annually to meet current business needs. Productions standards and relief factors for Intake Counselors correlates to 400 intakes per position or 4,400 intakes per year for 11 FTE. In 2017 we had 5,370 intakes; deficit of 970 or approx. 2.4 FTE. Balancing current staffing with intake numbers would require a minimum 15 percent reduction in the annual number of intakes (or approximately 800 AICs). Policy Option Package 111 describes a request for 3 FTE to right size Intake staffing to cover production needs and ensure data and assessment fidelity for the foundational public policy information gathered at Intake.

Offender Information and Sentence Computation Unit

The Offender Information and Sentence Computation (OISC) unit is responsible for the sentence computation and institutional records of approximately 14,900 AICs, as well as the maintenance of records for 32,300 Oregon parole and probation files. OISC staff obtain and maintain the data responsible for determining each AICs release date. OISC works in collaboration with other agencies, including Community Corrections, the Board of Parole and Post-Prison Supervision, DOJ, the Courts, the Attorney General's Office, and federal, state, and local law enforcement agencies. OISC interprets judgments, computes sentences and discharge dates, adjusts time requirements necessitated by programming and disciplinary actions, responds to detainer and notification requests, processes and tracks interstate agreements on detainers, and processes extraditions. OISC's overarching goal is to ensure that the period of lawful DOC incarceration to which an individual is sentenced is accurately and correctly computed, enabling DOC to correctly and lawfully fulfill its mission to hold AICs accountable for their actions.

Sentence Computation

Individuals arrive at DOC with legal documents. OISC professionals compute 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. The team is responsible for reviewing and ensuring that credit for time served in jail prior to sentencing and delivery to DOC is computed and applied correctly to the individual's DOC sentence. Each month, OISC is responsible for the initial sentence computation of approximately 450 individuals, the release of approximately 450 AICs, and the sentence maintenance of more than 14,900 incarcerated under the authority of DOC. The calculation of sentences is complex and varied, and requires thorough and effective training across the unit to reduce errors and mitigate risk to the state.

To address the significant training need, OISC has pulled one Technical Program Specialist (TPS) (1.0 FTE) from typical duties to serve as a full-time unit trainer (Training and Development Specialist 2/TDS2) on rotation. This position develops and delivers initial five-month and then renewal training to all Prison Term Analysts. While we have seen great benefit from using one TPS in an alternative role

as unit trainer, it is not without significant impact and sacrifice. The remaining six TPSs have fewer resources to perform critical duties, such as file reviews to ensure release dates are accurate. Policy Option Package 111 requests 1.0 FTE to create a permanent training position.

Institutional Support

OISC has staff geographically located throughout the state at each DOC institution. These staff primarily support activities related to maintaining accurate records while an adult is incarcerated, ensuring sentencing information is processed, and coordinating with other state and federal jurisdictions with respect to custody and transfer issues. These staff provide essential services to AICs needing replacement birth certificates and social security cards.

Offender Records

The OISC Offender Records section is responsible for all incarcerated felony records in the state. 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, 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 868 emergency and 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 AICs movement with all DOC activities. This office provides a global systems perspective to ensure the right AIC is placed in the right bed at the right time during each phase of incarceration beginning at intake and continuing through release. Encompassing 14 prisons and more than 14,900 AICs, the efficient and effective manner in which individuals 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 adults in DOC custody, including general population, special populations, and individuals 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 is responsible for developing DOC's 10-year housing plan based on the Office of Economic Analysis' prison population forecast and recommending DOC policy to executive management regarding AICs classification and work crew eligibility, high-risk placement, bed capacity management and resource allocation, central transfer authority, placement decisions, interstate compact, fire crew coordination, and conflict management.

OPM case manages AICs 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 AICs 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.

Programs and Social Support Services Unit

The Programs and Social Support Services Unit is responsible for the overall planning, coordination, and management of the department's behavioral change programs, AICs Services Unit, Victim Services, the statewide volunteer program, and coordination of efforts to engage the friends and family and children of those incarcerated.

Behavioral Change Programs

DOC contracts with private agencies to deliver intensive behavioral change programs (cognitive restructuring and parenting) throughout its prisons. DOC's cognitive restructuring programs serve individuals who are assessed with moderate-to-high levels of criminality, antisocial attitudes, criminal associates, and who are at the highest risk to reoffend. These skill-building programs are offered at 12 institutions across the state and are designed to help AICs 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 cognitive restructuring programs use role play and graduated practices in order to emphasize using newly acquired skills to increase pro-social interactions and reduce future criminal behavior.

At the end of 2018 our previous 5-year behavior change program contract ends and we will begin a new contract cycle with our primary behavioral change contract provider The Pathfinders Network (formerly Pathfinders of Oregon). Costs to maintain current levels of service are increasing in response to staffing costs in the changed job market, the incorporation of new research in evidence based programming standards and moves towards gender responsive programming. To pay for these increased costs, we are requesting funding in Policy Option Package 101.

The department also provides a cognitive based re-entry program, Community Partners Reinvestment Project (CPRP). The program is designed to serve medium- to-high risk male AICs. The evidence-based intervention includes four-to-six months of prerelease cognitive programming, alcohol and drug education/awareness, and anger management, as well as transitional support that continues for an average of one-year post release.

In partnership with The University of Cincinnati and Portland State University, we contract to provide the first-of-its-kind behavioral change programs designed specifically for populations in or at risk of entering disciplinary housing. We provide a 15-week evidence-based cognitive behavioral therapy program known as the "Free Your Mind in Segregation" at Snake River Correctional Institution (SRCI) inside the Intensive Management Unit (IMU). Participants have been very responsive to this program and preliminary results indicate participants are able to identify troubling situations, conditions, and patterns of thinking that trigger physical, emotional, and

behavioral responses; learn how to appropriately cope with specific challenges; and change long-standing ways of thinking about their life and circumstances. The department requires additional funding to continue this program as outlined in Policy Option Package 123.

Parenting Inside Out (PIO) is an evidence-based, voluntary parent management skills program specifically designed for criminal justice-involved parents and families. PIO is designed to help AICs 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. PIO is provided in 11 institutions and serve incarcerated parents motivated to learn new skills that will enhance family reintegration post release.

DOC plans to deliver Parenting Inside Out Phase II in the coming biennium. PIO Phase II entails enhanced in-person visitation sessions supported by a parenting coach who conducts pre and post visit learning sessions for successful application of the PIO learning. DOC is currently seeking grant funding to assist in delivery of this program for 2019-21 and additional funding for Parenting Phase II in Policy Option Package 101.

Social Support Engagement

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 68,000 children in Oregon. DOC is co-chairing the Children of Incarcerated Parents Bill of Rights Implementation Team that resulted from passage of SB 241 in the 2017 Legislative Session.

For a second biennium, DOC is funding a family advocate at the Coffee Creek Correctional Facility to support the various needs of mothers in custody. The family advocate provides coaching, parenting resource information, and instruction on understanding and navigating systems such as child welfare and juvenile courts. This position works closely with our partners at DHS and the dependency court system. 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 determine best practices in this area.

Contact between AICs and their social support systems is tracked as part of our core business structures, enabling us to set targets for increasing the number of people in custody with a healthy social support system. The 2012 *Blessed Be the Ties that Bind* comprehensive visiting study by the Minnesota Department of Corrections describes the significant reductions in recidivism for those who received visits while incarcerated. Included in this work is oversight of visitation practices, policies, strategies, and performance measures related to support-system connectivity.

Inmate Services

The Inmate Services Unit (ISU) is the central location within DOC responsible for processing up to 4,000 visiting applications monthly, preparing, reviewing, and recommending approval/denial of approximately 100 visiting appeals per month. The ISU works very closely with other divisions and units including Operations, Business Services, and Inspections.

Volunteer Services

The Volunteer Services Program includes over 2,858 active volunteers who donate time and skills to provide essential services and activities to AICs across every division and program throughout the prison system. Volunteer Services 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 that provide religious worship, one-on-one faith counseling, and other spiritual and cultural growth opportunities. Alcohol and drug 12-step volunteers make up another ten percent of the volunteer group. Re-entry, education, and life skills volunteers round out the remaining group of volunteers where AICs have the opportunity to learn new and beneficial pursuits including quilting, yoga, clock making and repair, bookkeeping, nonviolent communications, creative writing, and more.

While the DOC has long had coordinated systems and designated staffing to support our volunteers, we've lacked a parallel system for our contractors and other non-employee service providers including other agency stakeholders like DHS, Veterans and community corrections staff as well as community agencies who fund staff to provide services to AICs. Our reliance upon these partners and the tracking mandates continue to increase related to non-employee service providers including federal Prison Rape Elimination Act (PREA), Law Enforcement Data Systems (LEDS), risk-mitigation for separating contractors from employees as well as the tracking of demographic and training records. Funding and staffing to meet this need are described in Policy Option Package 118.

Crime Victim Services

The Victims Services Program covers the management of the Victim Information Notification Everyday (VINE) system. 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 using this service. Victims Services also works with victim 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 offender in prison through the Facilitated Dialogue Program.

Education and Training Unit

The Education and Training Unit is responsible for providing a continuum of Adult Basic Skills Development (ABSD), Work-Based Education (WBE) programs, and apprenticeship training opportunities to AICs 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.

This unit contracts with six local community colleges as service providers for both ABSD and WBE instructional programs. Through the utilization of 70 FTE personnel and over 200 trained AIC tutors, over 3,000 AICs receive ABSD services each year, and 75 percent 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 ABSD 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 AICs who have demonstrated ongoing learning difficulties.

Work-Based Education

The WBE model provides AICs 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 student receives a certificate of completion from the community college, industry certification, or college credits toward an associate's of art or associates of science Oregon transfer degree. Programs of study include: welding, automotive technologies, building construction trades, cosmetology, and paraoptometrics. The programs serve 350 to 450 WBE students each biennium.

Apprenticeship and Work Skills

The Education and Training Unit currently offers apprenticeship opportunities in electrical, sheet metal, cabinetmaking, painting, and heating, ventilation, air conditioning, and refrigeration (HVAC/R). In addition, the Education Unit also offers certified training programs in welding and custodial. The apprenticeship and training programs are a partnership between the DOC Education Unit, 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, AICs apply their skills by working in physical plants, correctional industries, AIC work programs, and WBE

programs. The Unit coordinates other applicable industry certifications for AICs 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.

Religious Services

The Religious Services Unit provides a wide continuum of faith-based services including worship services, meditation, religious study and music programs, anger management, serious illness/death notifications, and pastoral counseling opportunities. Religious Services brings hope and meaning to the lives of AICs by conducting a full range of religious services for all of the faith traditions represented in the AIC population. These services also provide for the constitutional and legal mandates of the U.S. Constitution, Oregon State Constitution, federal and state legislation, and case law, all of which protect religious practice throughout incarceration. The unit supervises and coordinates the ministry of a large pool of nearly 2,000 volunteers who provide faith-specific programming.

Through the Home for Good in Oregon (HGO) faith-based re-entry program, Religious Services provides pre and post-release transitional support for AICs seeking a connection to a faith community or mentor. This program subunit plays a key role for DOC in forming relationships and partnerships with the community. HGO is a statewide program of volunteers and faith- and community-based organizations that assist in more safely reintegrating individuals leaving prison into their communities. The re-entry program helps community members to provide AICs 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.

Re-Entry and Release

Re-Entry and Release is a state-wide program providing education, planning, and release preparation services to AICs in DOC institutions, in the physical custody of OYA, in local facilities, housed out-of-state, and under the custody of another state serving a concurrent Oregon sentence.

The Re-Entry and Release unit also manages the Governor's Re-Entry Council, division and department initiatives, projects, and other endeavors concerning successful transition from prison to the community by partnering with department staff, community organizations, and state, federal, and local agencies. For example, the Re-Entry Benefits Coordinator helps AICs who are preparing for release to complete applications for enrollment in state and federal benefits programs, for which they are eligible, to be effective upon release. These include Medicaid and Social Security benefits for those with severe medical and/or mental health needs.

Transition Services

Transition Services assists in addressing some of the common barriers to 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,

financial management, family, managing stress, and practicing health self-care. AICs are assessed on re-entry needs and receive services specific to their needs. Community partners and resources are engaged in “reach-ins” to facilitate effective release to community supervision. Transition Services also coordinates community transition programs offered at the institution.

Release Services

Release Services facilitates release planning requirements for all AICs who will be leaving the legal or physical custody of DOC regardless of their corrections placement. Concerted release planning begins approximately six months before release. With an eye to public safety concerns, release counselors collaborate with the AICs, County Community Corrections agencies, the Board of Parole and Post-Prison Supervision, DOC medical and mental health professionals, state and federal agencies, and private providers to develop a plan designed to help releasing individuals integrate into their communities, meet basic needs such as housing and employment, and ensure continuity of medical or mental health care post-release.

With the passage of 2013’s HB 3194 the number of releasing AICs increased, in part, by extending Short Term Transitional Leave (STTL) up to 90 days. Release counselors in 2013 coordinated the release of 4,897 adults from custody and in 2017 that number was up to 5,134. Releases are more complicated in part due to the changing legislative and sentencing landscape. In 2013, adults released under 750 leave categories, but in 2017 the number of leave category scenarios was up to 1,856. Adults releasing from custody are themselves more complex now than in the past as are the community resources available to them. These include a scarcity of appropriate housing, the complexity of medical and/or mental health needs including those of the aging or disability populations, lack of treatment, and Oregon’s new Sex Offender Classification and Notification law that requires the Board of Parole and Post-Prison Supervision (BOPPPS) to conduct multi-meeting risk assessments on individuals convicted of certain sex offenses before releases from prison. A request for two Release Counselors (2.0 FTE) to keep up with these factors is described in Policy Option Package 111.

Correctional Case Management (CCM)

Correctional Case Management (CCM) began about ten years ago, and further enhancement of CCM is one of our Destination 2026 Strategic Initiatives. CCM is the next step in implementation of the Oregon Accountability Model – our long-term business strategy for accomplishing the Department’s public safety mission and reduce the risk of future criminal behavior. CCM places our correctional counselors at the center of case planning, creating a collaborative effort towards success.

Through a thorough lifecycle analysis of case planning, from Intake through release planning, we are now maximizing our limited resources by targeting services to moderate and high-risk individuals, tailor-making services based on individual needs, and utilizing multi-disciplinary approaches that draws upon the insight of corrections professionals throughout the department to prepare AICs for a successful return to the community. The CCM initiative includes development of a quality assurance process to ensure case management is applied consistently and accurately across the state. A request for one Office Specialist 2 (1.0 FTE) to add centralized support services is described in Policy Option Package 101.

Proposed New Laws that Apply to the Program Unit

- LC 29100/003 would repeal sunset language to allow DOC continued access to juvenile records.
- LC 29100/004 would amend statute to authorize DOC up to 120 days pre-release from a corrections facility for individuals to apply for medical assistance.

Expenditures by Fund Type, Positions and Full-Time Equivalents

		Revenue Sources			
Program Sub-Unit	**Position/ FTE**	**General Fund**	**Other Funds**	**Federal Fund**	**Total Fund**
Offender Mgmt & Rehabilitation Admin	12 / 12.00	$3,585,802	$245,052	$0	$3,830,854
Population Management	8 / 8.00	$2,337,846	$0	$0	$2,337,846
Offender Information & Sentence Comp	72 / 71.5	$14,245,848	$0	$0	$14,245,848
Religious Services	27 / 27.00	$6,871,678	$935,066	$0	$7,806,744
Education & Treatment	7 / 7.00	$22,744,015	$3,269,444	$0	$26,013,459
Re-entry & Release	46 / 46.00	$11,928,829	$49,752	$0	$11,978,581
Inmate & Community Services	3 / 3.00	$1,467,647	$0	$0	$1,467,647
Intake	26 / 26.00	$6,109,349	$0	$0	$6,109,349
Programs & Services	18 / 18.00	$10,792,549	$5,710,442	$0	$16,502,991
Program Unit Total	219 / 218.50	$80,083,563	$10,209,756	$0	$90,293,319

Revenue Sources

Other Fund revenues shown in the Offender Management and Rehabilitation Administration subunit are associated with currently unfunded expenditure limitation that was related to an earlier Workplace and Community Transition Training grant.

Other Fund revenues shown in the Education, Training, and Treatment subunit are received from the 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. Additionally, the

IWF revenue allocated for treatment is used to fund professional services contracts for the delivery of treatment programs in five institutions.

Other Fund revenues shown in the Religious and Victim Services subunit are received from donations and from victim restitution payments made by adults in custody. 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.

Offender Management & 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 2017-19 Base Budget by the standard inflation factor of 3.8 percent. Added to these amounts is the value of the exceptional inflation awarded to agencies that have both mandated caseload and 24/7 facilities. Overtime, Shift Differential and All Other Differential accounts have an additional above-standard inflation rate of 8.1 percent.

Vacancy Savings – Vacancy savings are computed using the formula and guidelines prescribed in the Budget and Legislative Concept Instructions and approved by the DAS CFO. This formulaic estimate of vacancy savings is then compared against the base budget, resulting in a package 010 adjustment.

PERS Pension Obligation Bonds – The Pension Obligation Bond amount is provided by the DAS CFO. This budgeted amount is distributed by DAS for Debt Service on PERS Pension Obligation Bonds. There is no inflation factor applied to Pension Obligation Bonds.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$1,641,867
Other Funds	$0

2021-23 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 2021-23, 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: 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	1,641,867	-	-	-	-	-	1,641,867
Total Revenues	**$1,641,867**	**-**	**-**	**-**	**-**	**-**	**$1,641,867**
Personal Services							
Temporary Appointments	14,578	-	-	-	-	-	14,578
Overtime Payments	15,839	-	-	-	-	-	15,839
All Other Differential	14,812	-	-	-	-	-	14,812
Public Employees' Retire Cont	6,749	-	-	-	-	-	6,749
Pension Obligation Bond	228,575	-	-	-	-	-	228,575
Social Security Taxes	3,458	-	-	-	-	-	3,458
Unemployment Assessments	858	-	-	-	-	-	858
Mass Transit Tax	26,951	-	-	-	-	-	26,951
Vacancy Savings	1,330,047	-	-	-	-	-	1,330,047
Total Personal Services	**$1,641,867**	**-**	**-**	**-**	**-**	**-**	**$1,641,867**
Services & Supplies							
Medical Services and Supplies	-	-	-	-	-	-	-
Total Services & Supplies	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Expenditures							
Total Expenditures	1,641,867	-	-	-	-	-	1,641,867
Total Expenditures	**$1,641,867**	**-**	**-**	**-**	**-**	**-**	**$1,641,867**

Corrections, Dept of
Pkg: 010 - Non-PICS Psnl Svc / Vacancy Factor

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
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management & 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 2017-19 biennium. This includes the elimination of one-time expenditures and/or reductions that were a part of the 2017-19 budget.

How Achieved
This package phases out excess Telmate contract related Other Fund limitation approved in 2017-19 LAB POP 101.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$0
Other Funds	($1,500,000)
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 022 - Phase-out Pgm & One-time Costs

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
Services & Supplies							
Medical Services and Supplies	-	-	(1,500,000)	-	-	-	(1,500,000)
Total Services & Supplies	**-**	**-**	**($1,500,000)**	**-**	**-**	**-**	**($1,500,000)**
Total Expenditures							
Total Expenditures	-	-	(1,500,000)	-	-	-	(1,500,000)
Total Expenditures	**-**	**-**	**($1,500,000)**	**-**	**-**	**-**	**($1,500,000)**
Ending Balance							
Ending Balance	-	-	1,500,000	-	-	-	1,500,000
Total Ending Balance	**-**	**-**	**$1,500,000**	**-**	**-**	**-**	**$1,500,000**

Offender Management & 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 2019-21, inflation factors are 3.8 percent for standard inflation, 4.2 percent for Professional Services, 20.14 percent for Attorney General charges, 3.8 percent for Facility Rental and Taxes, and 3.7 percent for Special Payments. Inflation requested in this package is based on the 2019-21 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	$1,248,035
Other Funds	$376,934
Federal Funds	$0

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

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
Revenues							
General Fund Appropriation	1,248,035	-	-	-	-	-	1,248,035
Total Revenues	**$1,248,035**	**-**	**-**	**-**	**-**	**-**	**$1,248,035**
Services & Supplies							
Instate Travel	7,367	-	-	-	-	-	7,367
Out of State Travel	400	-	74	-	-	-	474
Employee Training	1,729	-	490	-	-	-	2,219
Office Expenses	29,738	-	663	-	-	-	30,401
Telecommunications	6,182	-	3	-	-	-	6,185
Data Processing	4,624	-	4	-	-	-	4,628
Publicity and Publications	122	-	-	-	-	-	122
Professional Services	655,170	-	144,781	-	-	-	799,951
Attorney General	104,453	-	-	-	-	-	104,453
Employee Recruitment and Develop	62	-	-	-	-	-	62
Dues and Subscriptions	78	-	-	-	-	-	78
Facilities Maintenance	792	-	-	-	-	-	792
Medical Services and Supplies	322,530	-	200,033	-	-	-	522,563
Other Care of Residents and Patients	63,939	-	22,907	-	-	-	86,846
Other Services and Supplies	10,941	-	5,889	-	-	-	16,830
Expendable Prop 250 - 5000	24,083	-	923	-	-	-	25,006
IT Expendable Property	15,825	-	-	-	-	-	15,825
Total Services & Supplies	**$1,248,035**	**-**	**$375,767**	**-**	**-**	**-**	**$1,623,802**

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	-	-	1,167	-	-	-	1,167
Total Capital Outlay	**-**	**-**	**$1,167**	**-**	**-**	**-**	**$1,167**
Total Expenditures							
Total Expenditures	1,248,035	-	376,934	-	-	-	1,624,969
Total Expenditures	**$1,248,035**	**-**	**$376,934**	**-**	**-**	**-**	**$1,624,969**
Ending Balance							
Ending Balance	-	-	(376,934)	-	-	-	(376,934)
Total Ending Balance	**-**	**-**	**($376,934)**	**-**	**-**	**-**	**($376,934)**

Offender Management & 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. Medical accounts are approved to use the additional medical services inflation factor because they rely heavily on skilled medical staff (doctors, dentists, registered nurses), advancements in medical technology, and high-cost prescription drugs to fulfill its mandate.

How Achieved
For 2019-21, the above standard inflation factor for Medical Services and Supplies is 0.4 percent, and non-DAS inflation related to Non-state employee personnel costs applied to Special Payments is 0.4 percent. These are in addition to the inflation included in package 031.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$33,950
Other Funds	$27,056
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for 2021-23.

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	33,950	-	-	-	-	-	33,950
Total Revenues	**$33,950**	**-**	**-**	**-**	**-**	**-**	**$33,950**
Services & Supplies							
Medical Services and Supplies	33,950	-	27,056	-	-	-	61,006
Total Services & Supplies	**$33,950**	**-**	**$27,056**	**-**	**-**	**-**	**$61,006**
Total Expenditures							
Total Expenditures	33,950	-	27,056	-	-	-	61,006
Total Expenditures	**$33,950**	**-**	**$27,056**	**-**	**-**	**-**	**$61,006**
Ending Balance							
Ending Balance	-	-	(27,056)	-	-	-	(27,056)
Total Ending Balance	**-**	**-**	**($27,056)**	**-**	**-**	**-**	**($27,056)**

Offender Management & Rehabilitation 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 for extraordinary inflation amounts on Medical Services & Supplies was approved by DAS. The exception rates approved are 3.0% for Medical Services, 3.0% for Behavioral Health, and 3.0% for Pharmacy. These rates are in addition to the 3.8% standard inflation in package 031, and the 0.4% above standard inflation included in package 032.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$234,589
Other Funds	$249,208
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget in 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 033 - Exceptional 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	234,589	-	-	-	-	-	234,589
Total Revenues	**$234,589**	**-**	**-**	**-**	**-**	**-**	**$234,589**
Services & Supplies							
Medical Services and Supplies	234,589	-	249,208	-	-	-	483,797
Total Services & Supplies	**$234,589**	**-**	**$249,208**	**-**	**-**	**-**	**$483,797**
Total Expenditures							
Total Expenditures	234,589	-	249,208	-	-	-	483,797
Total Expenditures	**$234,589**	**-**	**$249,208**	**-**	**-**	**-**	**$483,797**
Ending Balance							
Ending Balance	-	-	(249,208)	-	-	-	(249,208)
Total Ending Balance	**-**	**-**	**($249,208)**	**-**	**-**	**-**	**($249,208)**

Offender Management & 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 additional staff and operating costs required to operate these programs. The April 2018 Oregon Corrections Population Forecast published by DAS Office of Economic Analysis is the basis for actions presented in this package.

How Achieved
In response to the caseload projections included in the April 2018 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 de-activating temporary and emergency beds within the department's facilities as the result of the declining prison population forecast.

Specifically, the plan includes reducing the funding for temporary and emergency beds planned to be de-activated during the 2019-21 biennium at Two Rivers Correctional Institution, Coffee Creek Correctional Facility, and Eastern Oregon Correctional Institution.

Agency Request Budget

Staffing Impact	**2017-19**	**2019-21**
Positions	0	0
FTE	0	0

Revenue Source	
General Fund	$(91,539)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
Mandated caseload is re-projected each biennium during budget development based on the most current Office of Economic Analysis population forecast. Therefore, actions in this package will not have an impact in 2021-23.

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	(91,539)	-	-	-	-	-	(91,539)
Total Revenues	**($91,539)**	**-**	**-**	**-**	**-**	**-**	**($91,539)**
Services & Supplies							
Employee Training	1,798	-	-	-	-	-	1,798
Office Expenses	(4,231)	-	-	-	-	-	(4,231)
Telecommunications	(608)	-	-	-	-	-	(608)
Data Processing	32,280	-	-	-	-	-	32,280
Professional Services	(82,773)	-	-	-	-	-	(82,773)
Attorney General	14,950	-	-	-	-	-	14,950
Medical Services and Supplies	(41,321)	-	-	-	-	-	(41,321)
Other Care of Residents and Patients	(7,244)	-	-	-	-	-	(7,244)
Other Services and Supplies	(4,390)	-	-	-	-	-	(4,390)
Total Services & Supplies	**($91,539)**	**-**	**-**	**-**	**-**	**-**	**($91,539)**
Total Expenditures							
Total Expenditures	(91,539)	-	-	-	-	-	(91,539)
Total Expenditures	**($91,539)**	**-**	**-**	**-**	**-**	**-**	**($91,539)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management & 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
At the agency level, this package includes the following net zero adjustments: 1) Reallocation of General Fund budget between various DCR's and 2) Reduction of Services and Supplies budget to pay for three new Correctional Case Management related positions and new position authority to eliminate one currently double filled position.

This division's package includes 1) position authority and related funding for three Correctional Case Management (CCM) positions 2) reduction of S&S to pay for the three CCM positions and 3) budget shifted from other division's to cover this division's expected attorney general expenses.

Agency Request Budget

Staffing Impact

Positions:	3
FTE:	3.00

Revenue Source

General Fund	($645,028)
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become a part of the Base Budget for 2021-23.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

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	(645,028)	-	-	-	-	-	(645,028)
Total Revenues	**($645,028)**	**-**	**-**	**-**	**-**	**-**	**($645,028)**
Personal Services							
Class/Unclass Sal. and Per Diem	457,968	-	-	-	-	-	457,968
Empl. Rel. Bd. Assessments	183	-	-	-	-	-	183
Public Employees' Retire Cont	100,890	-	-	-	-	-	100,890
Social Security Taxes	35,034	-	-	-	-	-	35,034
Unemployment Assessments	824	-	-	-	-	-	824
Worker's Comp. Assess. (WCD)	174	-	-	-	-	-	174
Mass Transit Tax	2,748	-	-	-	-	-	2,748
Flexible Benefits	105,552	-	-	-	-	-	105,552
Total Personal Services	**$703,373**	**-**	**-**	**-**	**-**	**-**	**$703,373**
Services & Supplies							
Instate Travel	(23,187)	-	-	-	-	-	(23,187)
Employee Training	(1,471)	-	-	-	-	-	(1,471)
Office Expenses	(385,000)	-	-	-	-	-	(385,000)
Data Processing	(1,754)	-	-	-	-	-	(1,754)
Professional Services	(218,848)	-	-	-	-	-	(218,848)
Attorney General	(404,892)	-	-	-	-	-	(404,892)
Fuels and Utilities	-	-	-	-	-	-	-
Facilities Maintenance	(15,603)	-	-	-	-	-	(15,603)
Medical Services and Supplies	(24,315)	-	-	-	-	-	(24,315)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 060 - Technical Adjustments

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
Services & Supplies							
Other Care of Residents and Patients	(154,410)	-	-	-	-	-	(154,410)
Other Services and Supplies	(25,000)	-	-	-	-	-	(25,000)
Expendable Prop 250 - 5000	(57,312)	-	-	-	-	-	(57,312)
IT Expendable Property	(36,609)	-	-	-	-	-	(36,609)
Total Services & Supplies	**($1,348,401)**	**-**	**-**	**-**	**-**	**-**	**($1,348,401)**
Total Expenditures							
Total Expenditures	(645,028)	-	-	-	-	-	(645,028)
Total Expenditures	**($645,028)**	**-**	**-**	**-**	**-**	**-**	**($645,028)**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							3
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**3**
Total FTE							
Total FTE							3.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**3.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900001	MMS X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	02	7,208.00	172,992				172,992
								86,647				86,647
1900002	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,937.00	142,488				142,488
								77,593				77,593
1900003	MMN X0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	02	5,937.00	142,488				142,488
								77,593				77,593
		TOTAL PICS SALARY						457,968				457,968
		TOTAL PICS OPE						241,833				241,833
		TOTAL PICS PERSONAL SERVICES =	3	3.00	72.00			699,801				699,801

Offender Management & Rehabilitation Division

101 Norway Modifications

Purpose
In the fall of 2017, a delegation of Oregon Leaders from the Department of Corrections (DOC), the Criminal Justice Commission (CJC), and the Oregon Senate and House traveled to Norway as part of a prison exchange program funded by the Prison Law Office. The expectation of the delegation was to incorporate the best of the Norwegian prison system in Oregon to further our agency's mission, vision, and strategic plan.

Four policy and program areas have been identified for this package request to meaningfully capitalize on the lessons learned in our exchange:

A. Investment in effective correctional case management. Norway has a 1-to-1 staffing ratio, assigning each person in custody a primary contact officer who serves as their champion change agent. While we cannot achieve this staffing ratio, we can utilize key employees as change agents and provide these employees with manageable caseload sizes that allow opportunity for mentoring and skill building.
B. Investment in services for children with incarcerated parents. Norway emphasizes family connections by providing extended visitation, including family in case management, and treating family connections as a right rather than a privilege.
C. Investment in staff training. Staff in Norway receive a four-year associate's degree in dynamic security and social and behavioral interventions, provided by the prison system, before being assigned to a prison post.
D. Investment in effective cognitive interventions. Norway provides treatment and support services through an import model, meaning the services delivered inside prison are the same services provided in the community to non-incarcerated people. While we cannot achieve the same treatment delivery system, we can contract for effective, gender-responsive cognitive interventions.

The resources being requested for the Offender Management and Rehabilitation Division (OMR) are specific to items B, and D.

B. Investment in services for children with incarcerated parents

The landmark Keizer Permanente study on Adverse Childhood Experiences (ACEs) identifies incarceration of a parent among the eight most negatively impactful experiences on long-term health and wellbeing. The 2016 Annie E. Casey Foundation publication titled *Shared Sentence* estimated conservatively that in 2011-2012, 68,000, or 8 percent of children in Oregon had experienced parental incarceration. In 2002, the first phase of Parenting Inside Out (PIO), an Oregon-grown, evidenced-based training for incarcerated parents, became part of our agency's standard institution program offerings. PIO Phase II, focused on interactive visitation between parents and children. This

phase was never funded. PIO Phase II extends benefits of the current program beyond incarcerated parents to the children and caregivers who are experiencing incarceration in real time. We know this kind of interaction promotes resilience for children during parental incarceration through re-entry. Phase II also brings Oregon's PIO into closer fidelity with the Oregon Social Learning Center's original evidence-based design of PIO. Finally, supervised and interactive visitation enables us to better partner with stakeholders like DHS's Child Welfare Division and other community programs to serve the needs of crossover clients.

The resources requested specific to Item B are $767,248 General Fund, 0 positions, 0.00 FTE.

D. Investment in effective cognitive interventions

For nearly two decades our agency has collaborated with Pathfinders of Oregon to provide innovative and proven cognitive interventions specialized for AICs. Last year, in preparation for new contracts, we asked Pathfinders to research and propose to the DOC innovations in criminal justice interventions. Pathfinders' new proposals for the next five years include gender-responsive programming that incorporates the latest research in program dosage, duration, structure, and content. Research also makes clear programs are most effective when the trainers are highly skilled and consistent. As the economy has changed over the last five years, in order to retain quality staff, Pathfinders must increase compensation rates for trainers in the next contract. They have already started increasing compensation and seen a 15 percent improvement in staff retention. Pathfinders' proposal for the coming biennia of service represents a 17 percent increase from $3,559,604 in 17-19 to $4,195,752 in 19-21 to maintain current levels of cognitive and parenting services utilizing the latest in gender-responsive curriculum and standards.

The resources requested specific to Item D are $636,149 General Fund, 0 positions, 0.00 FTE.

How Achieved

B. Investment in services for children with incarcerated parents

We request funding for PIO Phase II to be conducted at two men's institutions and one women's institution. PIO Phase II provides three coached skill practice sessions over a three-month period, reinforcing the skills previously taught in PIO Phase I. Each skill practice session is followed by an interactive visit with the children and care providers where the incarcerated parent utilizes learned skills with the presence of a coach. The coach debriefs with the parent after each of the three skill practice and visitation sequences. Parenting coaches will be skilled and trained professionals with at least a Master of Social Work or Licensed Clinical Social Worker credentials. PIO Phase II is an evidence-based intervention and has built-in metrics to measure the quality of visitation interaction and the skill competency of the participating parent. PIO Phase II creates a critical juncture to capitalize on relationships built over the last biennia through our Family Advocate position funded by the legislature in the 2015-17 biennia, which include DHS Child Welfare, Child Dependency Courts and

attorneys, tribes, social service agencies, and nonprofits. We are asking for $767,248 to contract with Pathfinders of Oregon to add PIO Phase II onto our existing PIO offerings.

D. Investment in effective cognitive interventions

Our ability to further bend the arch of recidivism is attached to our ability to provide effective cognitive programming to targeted AICs. In preparation for contract renewals with Pathfinders, we asked them to research the field and bring us the latest innovations in correctional interventions. The OMR administrative team reviewed the proposals in detail and concur with the recommendations for modernizing our services to incorporate research outcomes in the field. In the new 2019-2024 contract with Pathfinders, we will provide men in custody with the University of Cincinnati Corrections Institute (UCCI) cognitive-based curriculum using class sizes, modalities, and doses shown to be most effective for the incarcerated male population. For females in custody, we will completely transition to the gender-responsive Moving On curriculum, piloted successfully at CCCF in the current biennium. Pathfinders also updated the PIO curriculum in 2017 to incorporate trauma-informed best practices and modernize parent skill training to include things like cyber bullying. We are asking for an increase of $636,148 to maintain current levels of cognitive and parenting services.

Quantifying Results

The agency's performance measurement scorecard captures three outcome measures directly related to Key Performance Measures #2 and #3. An outcome measure titled, "Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release" tracks the percentage of AICs completing treatment, education, or cognitive behavioral change programs before release (AGY_OM8b – KPM #2). In addition, we have two KPM #3 recidivism outcome measures that tracks the 36-month recidivism rate of people released to post-prison supervision (AGY_OM5b and OM5d). Numerous operating processes are tracked on both the agency and OMR performance measurement scorecards that track correctional case management and parenting and cognitive programs, as shown below.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM8b (KPM #2)	Meeting Treatment, Education, and/or Cognitive Programming Needs	Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release.	≤ 63%	64-71%	≥ 72%	75%	Quarterly

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM5b (KPM #3)	Arrest for any new crime, statewide, post-prison supervision (HB3194)	36-month recidivism rate of people released to post-prison supervision.	≥50%	49 - 45%	<45%	40%	Semiannually
AGY_OM5d (KPM #3)	Conviction for a new crime, misdemeanor or felony statewide, post-prison supervision (HB3194)	36-month recidivism rate of people released to post-prison supervision.	≥40%	39 – 35%	<35%	30%	Semiannually
AGY_OP2c	Behavioral Change Programs	Percent of releasing AICs participating in behavioral change programs	≤64%	65% - 75%	≥76%	80%	Quarterly
CSV_OP2.8a	AICs Completing COG	Percent of releasing cognitive behavioral change participants completing a program	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8b	Targeted Risk Group Completing COG	Percent of cognitive behavioral change program completers in the targeted risk group *(includes overrides)*	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8c	AICs Refusing COG	Percent of AICs refusing COG (includes only post-program entry because we don't currently collect data on pre-program entry refusals)	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8d	AICs Administratively Removed from COG	Percent of COG program exits that are administrative removals	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8e	AICs Failing COG	Percent of COG program exits that are failures	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8f	COG Exits for Unknown Reasons	Percent of COG program exits that are for unknown reasons (other exits)	TBD	TBD	TBD	TBD	Monthly
CSV_OP2.8g	AICs Participating in Parenting	Percent of all AICs participating in parenting programs	TBD	TBD	TBD	TBD	Monthly

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
CSV_OP2.8h	Releasing AICs Successfully Completing Parenting Programs	Percent of releasing parenting program participants successfully completing parenting programs	≤69%	70%-80%	≥81%	85%	Quarterly

A lifecycle analysis identified our case management professional's lack sufficient training. An extensive training effort was initiated October 2017, to provide training to every correctional rehabilitation services manager and counselor. This is targeted for completion July 2018, after which "booster" training will be provided and a counselor "academy" will be developed for all new, incoming counselors.

Targets for completing counselor training in specific tools to be used in their work in providing direct services to the AICs on their caseloads are as follows:

Case Management/ Direct Services Tool	100% of Existing Counselors' Training Completed By
LS/CMI	04/05/18
Initial Case Plan-How to Build a BCP	04/05/18
Cognitive Behavioral Interventions and Tools	05/31/18
Coaching and Feedback	October 2018
EPICS	September 2019

Correctional rehabilitation managers and counselors are being trained in how to develop effective, individualized BCP and how to consistently and accurately score them using a scoring matrix using factors such as criminogenic needs addressed, goal details and problem statement, progress notes, etc. For the first round of practice scoring, the counselors were allowed to submit a BCP of their choice; beginning in March 2018, the AIC ID numbers for BCP review have been randomly selected by research. To date, 252 BCPs have been scored across all institutions except Intake and CCCF with an average score of 44 percent and 52 scoring at 75 percent or higher. After the WRNA BCP scoring tool is developed, female at CCCF BCPs will also be assessed, which is anticipated to start July 2018. To track the success of CCM BCP scoring consistency and accuracy training, we have established the following targets:

Target Date	% of BCPs Achieving a 75% on BCP Scoring Guide
July 2018	15%
January 2019	35%
July 2019	50%
January 2020	75%

After the automated criminal risk score is recalibrated, we will also intend to incorporate Vera Institute of Justice recommendations regarding caseload targets for counselors with medium- and high-risk caseloads.

For the PIO Phase II pilot program, we are targeting providing coached parenting skills/interaction practice and enhanced visits to the following number of AICs:

	Classes per Year	AICs Served Per Year	Total Classes Per Contract	Total AICs Served per Contract
1 Institution	7	42	14	84
3 Institutions	21	126	42	252

Results of the participant pre- and post-surveys will be also be tracked to quantify gains in desired parenting, problem-solving, and other skills and attitudes.

The DPSST mandate will include quarterly tracking by DPSST to ensure compliance with continuing education hours requirements, and the Manager and leadership training will measure the percentage of managers completing training as well as gains in desired leadership attributes for participants.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Fund	$1,403,397
Other Funds	$0

2021-23 Fiscal Impact

These on-going cost will become part of the 2021-23 Base Budget.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

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	1,403,397	-	-	-	-	-	1,403,397
Total Revenues	**$1,403,397**	**-**	**-**	**-**	**-**	**-**	**$1,403,397**
Personal Services							
Class/Unclass Sal. and Per Diem	-	-	-	-	-	-	-
Empl. Rel. Bd. Assessments	-	-	-	-	-	-	-
Public Employees' Retire Cont	-	-	-	-	-	-	-
Social Security Taxes	-	-	-	-	-	-	-
Worker's Comp. Assess. (WCD)	-	-	-	-	-	-	-
Flexible Benefits	-	-	-	-	-	-	-
Total Personal Services	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Services & Supplies							
Professional Services	1,403,397	-	-	-	-	-	1,403,397
Total Services & Supplies	**$1,403,397**	**-**	**-**	**-**	**-**	**-**	**$1,403,397**
Total Expenditures							
Total Expenditures	1,403,397	-	-	-	-	-	1,403,397
Total Expenditures	**$1,403,397**	**-**	**-**	**-**	**-**	**-**	**$1,403,397**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 101 - Norway Best Practices

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
Total Positions							
Total Positions							-
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total FTE							
Total FTE							-
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Offender Management & Rehabilitation Division

111 Justice Reinvestment

Purpose
This Policy Option Package 111 seeks to address the following items:

A. Offender Information and Sentence Comprehensive Training Program
B. Deer Ridge Correctional Institution Move Expansion
C. Rightsizing Intake
D. Release and Re-entry Counselors

This request is related to Items A, C, and D.

In the last four biennia, the Justice Reinvestment Initiative (JRI) has taken hold in Oregon, shifting sentencing laws and bringing innovation in community-level justice decisions. During that time, prison population forecasts have changed significantly. The department, a champion of justice reinvestment, accommodated policy changes utilizing existing staffing patterns and avoiding costly fiscal impact statements keeping in mind the long-term goal of a downwardly curving arch of prison populations. With this achievement and a sense of predictability ahead, the agency has undergone analysis of staffing patterns and workloads revealing four units most impacted over the time period of JRI. This includes peak incarceration numbers, expansion of Short-Term Transitional Leave (STTL), changes in sentencing laws, and overall changes in the profiles of people being incarcerated. The impacted units are Offender Information and Sentence Computation (OISC), Intake, Release Counselors, and the Deer Ridge Correctional Institution (DRCI) in Madras. Currently, these units face decreased effectiveness of critical processes, increased overtime costs, and diminished staff wellbeing and retention.

A. Offender Information and Sentence Computation (OISC) Comprehensive Training Program

OISC is responsible for the development and maintenance of AIC records and sentence calculation for all AICs incarcerated under the authority of the agency. This includes the timely and accurate calculation of AICs release dates as well as public records requests, file archives, sealing of records, clemencies, and more. These tasks are complex and varied, and require thorough and effective training across the unit to reduce errors and mitigate risk to the state. Prison Term Analysts (PTAs) perform sentence calculation at intake, update them as needed during incarceration, and again prior to release. Quality control file reviews and other more complicated tasks are performed by Technical Program Specialists (TPSs). Other staff (AS1s) perform the sealing of records, public records request responses, etc.; and have very distinctive and specialized roles with no formalized training program.

To address the significant training need, OISC has pulled one TPS from typical duties to serve as a full-time unit trainer (Training and Development Specialist 2/TDS2) on rotation. This position serves to:

- Develop and deliver five month training to new PTAs (new cohort hired annually to keep up with turnover);
- Develop and deliver ongoing training to established PTAs to maintain process fidelity and integrate new legislation or policies; and
- Develop and deliver new and ongoing training to OISC staff in other various roles.

While we have seen great benefit from using one TPS in an alternative role as unit trainer, it is not without significant impact and sacrifice. The remaining six TPSs have fewer resources to perform critical duties, such as file reviews to ensure release dates are accurate. This is problematic in several ways:

- Approximately 450 intakes per month need to be reviewed for accuracy. Untimely processing of these files has a domino effect, starting with the Intake center not having what they need to complete case planning so AICs remain housed at Intake longer than expected, which creates a lack of bed space;
- Also, approximately 450 release files per month need to be reviewed for accuracy. Delays in the timely processing of these release reviews may result in untimely resolution of errors causing potential immediate releases. Immediate releases are highly burdensome on all stakeholders and put the agency at financial risk if litigation for over incarceration is filed; and
- With the increase in STTL (both in usage and length of time), the TPSs see an increased workload as they resolve complicated STTL violation issues.

The resources being requested specific to Item A are $239,592 General Fund, one Positions, 1.00 FTE.

C. Right-sizing Intake

Over the last three biennia, DOC has requested FTE for Intake, and the need remains. Prior to 2009, the Intake unit was staffed for two of the three requested positions. However, an internal reorganization resulted in the reallocation of one counselor and one Operations and Policy Analyst 2 position to other functional units during the 2009-2011 and 2011-2013 biennia, respectively. While overall prison population is predicted to stabilize and eventually decline, the overall number of intakes are forecasted to continue to increase over the next 10 years due to changes in sentence length and the increase in STTL.

Intake currently has 11 FTE counselor positions, and since 2012 has utilized one additional unfunded counselor FTE. In addition to the unfunded FTE, intake averages 1,300 overtime hours annually to meet current business needs. Productions standards and relief factors for Intake Counselors correlates to 400 intakes per position or 4,400 intakes per year for 11 FTE. In 2017 we had 5,370 intakes; deficit of 970 or approximately 2.4 FTE. Balancing current staffing with intake numbers would require a minimum 15 percent reduction in the annual

number of intakes or approximately 800 AICs. Production standards used in this calculation are lean after years of process improvement, and do not account for the increased workload related to agency strategic initiatives including Correctional Case Management, AIC needs assessments, and Optimizing Special Housing Beds.

Intake processes and assessments create the baseline profiles, custody and classification, and individualized case plans of those incarcerated in Oregon's corrections system and impact every policy and strategic decision the department makes to accomplish its mission. Evidence-based decision making requires valid and consistent assessment and data collection as well as a system for maintaining assessment fidelity and the incorporation of evolving best practices. Stakeholders of the intake process include Veteran Affairs, Social Security Administration, Department of Human Services, tribes, ICE, advocacy groups, Department of Motor Vehicles, Workforce Development, community colleges, national research universities and institutes, and federal and local criminal justice policy makers to name a few. Given the immediacy of intake assessments, there is currently no staffing dedicated to the foundational tasks of maintaining fidelity, analyzing data, and incorporating evolving best practices to ensure good criminal justice policy and decision making in Oregon. The Operations and Policy Analyst 2 position would assist in maintaining data fidelity and best practices.

The resources being requested specific to Item C are $685,844 General Fund, three Positions, 3.00 FTE.

D. Release and Re-entry Counselors

As part of JRI, the passage of 2013's HB 3194 increased the numbers of releasing AICs, in part, by extending STTL up to 120 days. Release counselors are now working with AICs who have STTL eligibilities that span from 30, 90, and 120 days, as well as those with an AIP-authorized sentence earning up to 90 days of Non-Prison Leave.

Calendar year release statistics for 2013 through 2017:

Calendar Year Releases	All Releases Totals	LEAV Category Totals
2013	4,897	750
2014 (HB 3194 effective)	5,245	1,635
2015	5,043	1,696
2016	5,044	1,686
2017	5,134	1,856

The increase in quantity and complexity of releases are further exacerbated by the following:

- The scarcity of appropriate housing for individuals releasing from prison, especially those with a history of convictions for sex offenses, arson, and other high-profile crimes;
- The complexity of medical and mental health needs among releasing AICs including those of the aging population or with a disability;
- Lack of treatment services in various portions of the state;
- Increasing numbers of fathers preparing to parent their children after release from prison;
- Barriers to employment due to the person's criminal history if employment opportunities are even available in certain locations; and
- Oregon's new Sex Offender Classification and Notification law that requires the Board of Parole and Post-Prison Supervision to conduct risk assessments on individuals convicted of certain sex offenses before releases from prison. This requires three separate and individualized meetings between the release counselor and the AIC to complete the assessment, provide notice of rights, and give final notification.

Currently, Release Services has 25 release counselors serving 13 DOC institutions (the female prison has 11 comprehensive counselors that case manage from incarceration through release). As part of release planning, each release counselor works with Oregon's 36 counties; Interstate Compact; and other state, local, and federal agencies to manage over 4,400 releases per year from male institutions.

The resources being requested specific to Item D are $446,254 General Fund, two Positions, 2.00 FTE.

How Achieved

A. Offender Information and Sentence Computation (OISC) Comprehensive Training Program

We are requesting one TDS2 FTE to create a permanent training position in OISC. The addition of this position will allow us to consistently provide necessary training, promote accuracy in training and skill, and help us retain staff through increased support. Returning to seven TPS staff instead of the current six will improve accuracy of sentence calculations and improve the timeliness of work so as to not bottleneck the production chain of intake and re-entry processes.

C. Right-sizing Intake

We are requesting two correctional counselor FTE and one OPA2. Two correctional counselor positions will allow DOC to resolve the five-year double fill and nearly eliminate overtime. The OPA2 position will improve the maintenance, evaluation and fidelity of data gathered during the intake process. We expect to see an improvement in staff retention and morale, and free management up to respond to emergent matters of a sometimes volatile intake center as people adjust to their incarceration.

D. Release and Re-entry Counselors

We request two release counselors to serve as east and west side "floaters." The floater positions manage immediate release cases, cover other release counselor staff medical and vacation leaves, and assist with unique caseload challenges and release number spikes periodically experienced by most institutions.

Quantifying Results

The agency's performance measurement scorecard captures three outcome measures directly related to Key Performance Measures #2 and #3. An outcome measure titled, "Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release" tracks the percentage of AICs completing treatment, education, and/or cognitive behavioral change programs before release (AGY_OM8b – KPM #2). We also have two KPM #3 Recidivism outcome measures that tracks the 36-month recidivism rate of AICs released to post-prison supervision (AGY_OM5b and OM5d). In addition, numerous operating processes are tracked on both the agency and the Offender Management and Rehabilitation Division performance measurement scorecards to quantify the success of Intake, AIC identification for release, sentence calculation, and release planning processes and programs as shown below.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM8b (KPM #2)	Meeting Treatment, Education, and/or Cognitive Programming Needs	Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release.	≤ 63%	64-71%	≥ 72%	75%	Quarterly
AGY_OM5b (KPM #3)	Arrest for any new crime, statewide, post-prison supervision (HB3194)	36-month recidivism rate of a person released to post-prison supervision.	TBD	TBD	TBD	TBD	Semiannually
AGY_OM5d (KPM #3)	Conviction for a new crime, misdemeanor or felony statewide, post-prison supervision (HB3194)	36-month recidivism rate of a person released to post-prison supervision.	TBD	TBD	TBD	TBD	Semiannually
AGY_OP2d	Housing at Release	TBD	≤49%	50% - 65%	≥66%	70%	Quarterly

BUDGET NARRATIVE

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OP2g	Birth Certificates and Social Security Cards	Percent of eligible AICs releasing with both a birth certificate and replacement social security card	≤69%	70% - 79%	≥80%	90%	Quarterly
AGY_OP2h	Work Assignment History	Percent of AICs receiving a work assignment history document upon release	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.1a	Completed Male LS/CMI Case Plans at Intake	Percent of all male AICs who leave Intake with a completed case plan	≤ 89%	90-95%	≥ 96%	98%	Quarterly
CSV_OP2.1b	Completed Male LS/CMI Assessments at Intake	Percent of all male AICs who leave Intake with a completed LS/CMI assessment	≤ 89%	90-95%	≥ 96%	98%	Quarterly
CSV_OP2.1c	Completed Female WRNA Case Plans at Intake	Percent of all female AICs who leave Intake with a completed case plan	≤ 88%	89-94%	≥ 95%	98%	Quarterly
CSV_OP2.2a	# of Immediate Releases Due to Error or Policy Change	Number of immediate releases due to error or policy changes each quarter	≥3	2	1	0	Quarterly
CSV_OP2.9a	AICs Releasing with a SSC	Percent of AICs releasing with a replacement social security card (excludes OYA AICs)	≤69%	70-79%	≥80%	90%	Quarterly
CSV_OP2.9b	AICs Releasing with a BC	Percent of AICs releasing with a certified birth certificate (excludes OYA AICs)	≤69%	70-79%	≥80%	90%	Quarterly
CSV_OP_2_10a	Customer Service Performance Measure	Survey of Community Corrections regarding DOC performance	TBD	TBD	TBD	TBD	Biennial
CSV_OP_2_10b	Release Plans	Percent of PPS and Matrix Parole release plans completed by release counselors and sent to the Parole Board NLT 75 days before release date	TBD	TBD	TBD	TBD	Biennial

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact

Positions	6
FTE	6.00

Revenue Source

General Fund	$1,371,690
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 111 - Correctional Services & Operations FTE

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	1,371,690	-	-	-	-	-	1,371,690
Total Revenues	**$1,371,690**	**-**	**-**	**-**	**-**	**-**	**$1,371,690**
Personal Services							
Class/Unclass Sal. and Per Diem	772,176	-	-	-	-	-	772,176
Overtime Payments	6,640	-	-	-	-	-	6,640
All Other Differential	15,830	-	-	-	-	-	15,830
Empl. Rel. Bd. Assessments	366	-	-	-	-	-	366
Public Employees' Retire Cont	175,060	-	-	-	-	-	175,060
Social Security Taxes	60,793	-	-	-	-	-	60,793
Unemployment Assessments	1,431	-	-	-	-	-	1,431
Worker's Comp. Assess. (WCD)	348	-	-	-	-	-	348
Mass Transit Tax	4,768	-	-	-	-	-	4,768
Flexible Benefits	211,104	-	-	-	-	-	211,104
Total Personal Services	**$1,248,516**	**-**	**-**	**-**	**-**	**-**	**$1,248,516**
Services & Supplies							
Instate Travel	10,158	-	-	-	-	-	10,158
Employee Training	9,000	-	-	-	-	-	9,000
Office Expenses	46,932	-	-	-	-	-	46,932
Data Processing	12,936	-	-	-	-	-	12,936
Other Services and Supplies	7,842	-	-	-	-	-	7,842
Expendable Prop 250 - 5000	19,686	-	-	-	-	-	19,686

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 111 - Correctional Services & Operations FTE

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
Services & Supplies							
IT Expendable Property	16,620	-	-	-	-	-	16,620
Total Services & Supplies	**$123,174**	**-**	**-**	**-**	**-**	**-**	**$123,174**
Total Expenditures							
Total Expenditures	1,371,690	-	-	-	-	-	1,371,690
Total Expenditures	**$1,371,690**	**-**	**-**	**-**	**-**	**-**	**$1,371,690**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Positions							
Total Positions							6
Total Positions	**-**	**-**	**-**	**-**	**-**	**-**	**6**
Total FTE							
Total FTE							6.00
Total FTE	**-**	**-**	**-**	**-**	**-**	**-**	**6.00**

POSITION NUMBER	CLASS COMP	CLASS NAME	POS CNT	FTE	MOS	STEP	RATE	GF SAL/OPE	OF SAL/OPE	FF SAL/OPE	LF SAL/OPE	AF SAL/OPE
1900042	AAONC1339	AP TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900043	AAONC6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900044	AAONC6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900045	AAONC6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
1900171	AAONC0871	AP OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
1900172	AAONC6783	AP CORRECTIONAL COUNSELOR	1	1.00	24.00	02	5,192.00	124,608				124,608
								72,287				72,287
		TOTAL PICS SALARY						772,176				772,176
		TOTAL PICS OPE						441,002				441,002
		TOTAL PICS PERSONAL SERVICES =	6	6.00	144.00			1,213,178				1,213,178

Offender Management & Rehabilitation Division

118 CJIS Compliance

Purpose

DOC relies on thousands of non-employee service providers (NSP) including contractors, volunteers, and other agency partners. For the Offender Management & Rehabilitation Division alone, we partner statewide with approximately 2,000 carded volunteers, 120 education and treatment contractors, and 60 Health Services interns and contractors. The agency has hundreds of Community Corrections partners and affiliated county mentors, service providers, and re-entry supports doing reach-ins to releasing AICs on a monthly basis. These partners move in and out of our secured facilities and interact with vulnerable incarcerated populations, a task requiring ever increasing compliance with state and federal standards and mandatory ongoing training to mitigate risk. Improving systems for our NSPs is Offender Management & Rehabilitation Divisions strategic goal.

In the last biennium, DOC upgraded to the new HRIS system providing one centralized data system to track NSPs. Until this new HR database, DOC had no comprehensive systems for tracking annual background checks, training, emergency contact information, or prison attendance for all of our NSPs. Despite the availability of the data system now, the agency lacks capacity to gather disparate records and populate the system. This has proven problematic over the last year with two particular compliance audits. One for the federal Prison Rape Elimination Act (PREA), requiring we declare finalized background checks and training completions for all NSPs, The other requirement we have had difficulty fulfilling is demonstrating compliance with new CJIS access standards. By entering into a prison, a NSP has varying access to sensitive CJIS information. In addition to training all NSPs on CJIS standards, we must also re-fingerprint every NSP in accordance with the new standards. Finally, increasing scrutiny around the distinctions needed between contractors and employees makes us eager to have tracking systems in place to demonstrate these differences. As we struggle to manage risk, the quality of customer service declines and NSPs experience untimely facility access, confusing information on accessing in-person and virtual training, and lacking single points of contact for troubleshooting and support.

How Achieved

DOC is requesting one OPA 1 position and one OS2 position to ensure compliance with state and federal standards for prison access as well as to improve customer service for our critical community partners. In 2013, the agency established a multi-year workgroup to create frameworks, policies, and structures for partnering with outside service providers. Out of that work came a new vocabulary and standardization for what we now call non-employee service providers. Proactive partnering with NSPs is part of the agency's shared vision. For years the department has dedicated 2 FTE to managing DOC's nearly 2,500 carded volunteers. The agency staffing request is modeled after that successful volunteer management structure. The additional FTE would be supervised in the same unit as the volunteer coordinating staff to replicate proven systems and structures.

Quantifying Results
Creation of these positions will ensure compliance with current and future PREA and CJIS standards. Additionally streamlining processes and having a single clearing house related to NSPs will improve performance related to Correctional Services Outcome Measure OP.5.1.b, elapsed time it takes to become a carded volunteer. Improvements made in the volunteer process will also improve performance related to Outcome Measure OP.5.1.a, Removed volunteers. Customer service improvements will help DOC establish and retain volunteers thereby lowering the number of volunteers who become discouraged and end their engagement with DOC.

The agency's performance measurement scorecards both capture numerous volunteer and contractor-related performance measurements as shown below. These measures help us identify if institution programs and services are being impacted by the NSP processes and systems used to provide the agency support and training necessary for NSPs to become certified and remain certified to enter our institutions.

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
AGY_OM8b (KPM #2)	Meeting Treatment, Education, and/or Cognitive Programming Needs	Percentage of mod/high-risk AICs with an identified education, cognitive, or treatment need who successfully completed at least one of the identified-need programs before release.	≤ 63%	64-71%	≥ 72%	75%	Quarterly
AGY_OP2a	Education	Percent of released AICs needing a GED who complete a GED.	≤29%	30-36%	≥37%	40%	Quarterly
AGY_OP2b	Treatment	Percent of releasing AICs in the targeted risk group (and approved overrides) participating in treatment prior to release	≤64%	65-75%	≥76%	80%	Quarterly
AGY_OP2c	Behavioral Change Programs	Percent of releasing AICs participating in behavioral change programs	≤64%	65-75%	≥76%	80%	Quarterly
AGY_OP3d	Chronic Disease Management	Percentage of AICs who are screened every 12 months for chronic diseases	TBD	TBD	TBD	TBD	Quarterly
AGY_OP5c	Volunteers	Number of active volunteers	≤ 2,250	2,251-2,500	≥ 2,501	2,750	Quarterly

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
CSV_OP2.3a	Vacant Treatment Beds Days	Total number of vacant treatment bed days	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5a	AICs Completing Treatment	Percent of releasing treatment participants who complete a treatment program prior to release.	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5b	AICs in Targeted Risk Group Completing Treatment	Percent of treatment completers who are in the targeted risk group *(includes overrides)*	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5c	AICs who Refuse Treatment	Percent of AICs who refuse treatment (both pre- and post-program entry) within first seven days	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5d	AICs who are Administratively Removed from Treatment	Percent of all treatment exits that are administrative removals from the program	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5e	AICs who Fail Out of Treatment	Percent of all treatment exits that are failures from the program	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5f	AICs who Exit from Treatment for Unknown Reasons	Percent of all treatment exits that are for unknown reasons ("other" exit codes)	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5g	Percent of Successful Treatment Completers that also Successfully Complete STTL or Non-Prison Leave	Percent of releasing treatment completers who also successfully complete STTL or non-prison leave	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.5h	Reduction of Criminal Thinking	Percent of AICs with reduced criminal thinking during treatment	<75%	75-80%	>80%	85%	Quarterly
CSV_OP2.6a	% of AICs with an Education Need Enrolled in the Education Program	% of ABSD-need (includes ABE, ESL, and GED) population that is enrolled in ABSD programming (% of population being served) ***NOTE:** 45% target is based on funding limitations.*	<41%	41-43%	>43%	45% *See note*	Quarterly

BUDGET NARRATIVE

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
CSV_OP2.6b	Vocational Participant Recidivism	% of vocational program participants that recidivate after three years of release	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6c	ESL Student Progression to ABE	% of AICs enrolled in ESL in the program year (07/01-06/30) that successfully complete ESL and progress to ABE	<17%	17-19%	≥20%	22%	Quarterly
CSV_OP2.6d	ABE Student Progression to GED	% of AICs enrolled in ABE in the program year (07/01-06/30) that successfully complete ABE and progress to GED.	<30%	30-34%	≥35%	40%	Quarterly
CSV_OP2.6e	Meaningful Progress/Level Gains in Education Programs	% of enrolled students that have accrued ≥1,500 education program hours in the current incarceration cycle	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6e	Compliance with Religious Accommodation Requests (RARs) per RLUIPA	RAR decisions made in quarter were compliant with RLUIPA requirements	<100%	N/A	N/A	100%	Quarterly
CSV_OP2.6a	AICs Completing COG	% of releasing cognitive behavioral change participants completing a program	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6b	Targeted Risk Group Completing COG	% of cognitive behavioral change program completers in the targeted risk group *(includes overrides)*	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6c	AICs Refusing COG	% of AICs refusing COG (includes only post-program entry because we don't currently collect data on pre-program entry refusals)	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6d	AICs Administratively Removed from COG	% of COG program exits that are administrative removals	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6e	AICs Failing COG	% of COG program exits that are failures	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6f	COG Exits for Unknown Reasons	% of COG program exits that are for unknown reasons (other exits)	TBD	TBD	TBD	TBD	Quarterly

BUDGET NARRATIVE

Measure No.	Measure Name	Measure Calculation	RANGE			Target	Data Reporting Frequency
			Red	Yellow	Green		
CSV_OP2.6g	AICs Participating in Parenting	% of all AICs participating in parenting programs	TBD	TBD	TBD	TBD	Quarterly
CSV_OP2.6h	Releasing AICs Successfully Completing Parenting Programs	% of releasing parenting program participants successfully completing parenting programs	≤69%	70%-80%	≥81%	85%	Quarterly
CSV_OP5.1a	Removed Volunteers	# of volunteers removed by the DOC from the active volunteer list for any reason	TBD	TBD	TBD	TBD	Quarterly
CSV_OP5.1b	Elapsed Time it Takes to Become a Carded Volunteer	Average # of-months it takes to become an approved volunteer	>3	1.5 - 3	<1.5	1	Quarterly

Agency Request Budget

Staffing Impact

Positions	2
FTE	2.00

Revenue Source

General Funds	$370,467
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 118 - CJIS Compliance

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	370,467	-	-	-	-	-	370,467
Total Revenues	**$370,467**	**-**	**-**	**-**	**-**	**-**	**$370,467**
Personal Services							
Class/Unclass Sal. and Per Diem	192,768	-	-	-	-	-	192,768
Overtime Payments	1,658	-	-	-	-	-	1,658
All Other Differential	3,952	-	-	-	-	-	3,952
Empl. Rel. Bd. Assessments	122	-	-	-	-	-	122
Public Employees' Retire Cont	43,702	-	-	-	-	-	43,702
Social Security Taxes	15,176	-	-	-	-	-	15,176
Unemployment Assessments	357	-	-	-	-	-	357
Worker's Comp. Assess. (WCD)	116	-	-	-	-	-	116
Mass Transit Tax	1,190	-	-	-	-	-	1,190
Flexible Benefits	70,368	-	-	-	-	-	70,368
Total Personal Services	**$329,409**	**-**	**-**	**-**	**-**	**-**	**$329,409**
Services & Supplies							
Instate Travel	3,386	-	-	-	-	-	3,386
Employee Training	3,000	-	-	-	-	-	3,000
Office Expenses	15,644	-	-	-	-	-	15,644
Data Processing	4,312	-	-	-	-	-	4,312
Other Services and Supplies	2,614	-	-	-	-	-	2,614
Expendable Prop 250 - 5000	6,562	-	-	-	-	-	6,562

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 118 - CJIS Compliance

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
Services & Supplies							
IT Expendable Property	5,540	-	-	-	-	-	5,540
Total Services & Supplies	**$41,058**	**-**	**-**	**-**	**-**	**-**	**$41,058**
Total Expenditures							
Total Expenditures	370,467	-	-	-	-	-	370,467
Total Expenditures	**$370,467**	**-**	**-**	**-**	**-**	**-**	**$370,467**
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**

SUMMARY XREF:011-00-00 Offender Management & Rehabili PACKAGE: 118 - CJIS Compliance

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
1900284	AAONC0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	02	3,299.00	79,176				79,176
								58,802				58,802
1900285	AAONC0870	AP OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	02	4,733.00	113,592				113,592
								69,017				69,017
		TOTAL PICS SALARY						192,768				192,768
		TOTAL PICS OPE						127,819				127,819
		TOTAL PICS PERSONAL SERVICES =	2	2.00	48.00			320,587				320,587

Offender Management and Rehabilitation Division

121 Healthcare Staffing Conversion

Purpose
Policy Option Package 121 seeks to address the following**:**

A. Behavioral Health Staffing Conversion and Funding of OB/GYN position
B. Health Promotion conversion from contractor to FTE

The resources being requested for the Offender Management and Rehabilitation Division are Item B. This shift would result in a net zero budget difference.

B. Health Promotion conversion of contract budget to FTE
The Health Promotion Program (HPP) is currently comprised of one management service Program Analyst 4 and 11 contractors. The contractors deliver a variety of programs and services to AICs across the state aimed at improving the ability of individuals who struggle with chronic conditions toward a goal of self-management and a reduction in emergency encounters with medical health staff. This request seeks to repurpose some of the contract services budget to fund 1 permanent Operations and Policy Analyst 2 (OPA2) FTE to better serve the Program and AICs across the state. There are some fundamental differences between employees and contractors. Historically, there have been identified barriers for contractors in regard to inclusion in multidisciplinary teams, supervision, fidelity of services and oversight. The requested position is key in the adaptation and implementation of the HPP and trains contractors on new approaches and tools as they are discovered and implemented.

The resources requested for Item B are $0 General Fund, 1 position and 1.00 FTE. This shift would result in a net zero budget difference.

How Achieved
B. Health Promotion conversion of contract Budget to FTE
This request is budget neutral. DOC is proposing using $208,467 of contracted services budget to fund one permanent PA2 FTE to provide enhanced leadership, creative training, improved collaboration, and contractor supervision. By moving these functions from being performed by a contractor to an employee, DOC will reduce risk as determined by the DOJ, plus ensure fidelity of services provided to AICs across the state.

Quantifying Results

B. Health Promotion conversion of contract budget to FTE

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):

OP3.3: Providing Ongoing Medical Care
OP3.8: Providing Health Promotion Opportunities

Agency Request Budget:

Staffing Impact

Positions	1
FTE	1.00

Revenue Source

General Fund	$239,592
Other Funds	$0

2021-23 Fiscal Impact

The positions and on-going costs will become part of the 2021-23 Base Budget. Start-up costs will be phased out as part of the 2021-23 budget development process.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 121 - Healthcare Staffig Conversion

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	239,592	-	-	-	-	-	239,592
Total Revenues	**$239,592**	**-**	**-**	**-**	**-**	**-**	**$239,592**
Personal Services							
Class/Unclass Sal. and Per Diem	136,872	-	-	-	-	-	136,872
Overtime Payments	1,177	-	-	-	-	-	1,177
Shift Differential	-	-	-	-	-	-	-
All Other Differential	2,806	-	-	-	-	-	2,806
Empl. Rel. Bd. Assessments	61	-	-	-	-	-	61
Public Employees' Retire Cont	31,030	-	-	-	-	-	31,030
Social Security Taxes	10,776	-	-	-	-	-	10,776
Unemployment Assessments	254	-	-	-	-	-	254
Worker's Comp. Assess. (WCD)	58	-	-	-	-	-	58
Mass Transit Tax	845	-	-	-	-	-	845
Flexible Benefits	35,184	-	-	-	-	-	35,184
Total Personal Services	**$219,063**	**-**	**-**	**-**	**-**	**-**	**$219,063**
Services & Supplies							
Instate Travel	1,693	-	-	-	-	-	1,693
Employee Training	1,500	-	-	-	-	-	1,500
Office Expenses	7,822	-	-	-	-	-	7,822
Data Processing	2,156	-	-	-	-	-	2,156
Other Services and Supplies	1,307	-	-	-	-	-	1,307
Expendable Prop 250 - 5000	3,281	-	-	-	-	-	3,281

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 121 - Healthcare Staffig Conversion

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
Services & Supplies							
IT Expendable Property	2,770	-	-	-	-	-	2,770
Total Services & Supplies	**$20,529**	**-**	**-**	**-**	**-**	**-**	**$20,529**
Total Expenditures							
Total Expenditures	239,592	-	-	-	-	-	239,592
Total Expenditures	**$239,592**	**-**	**-**	**-**	**-**	**-**	**$239,592**
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
1900411	AAONC0871	AP OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	02	5,703.00	136,872				136,872
								75,927				75,927
		TOTAL PICS SALARY						136,872				136,872
		TOTAL PICS OPE						75,927				75,927
		TOTAL PICS PERSONAL SERVICES =	1	1.00	24.00			212,799				212,799

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Inmate work programs revenue	Other	0410	$6,496,956	$492,005	$492,005	**$786,592**	$0	$0
Administration and Service Charges	Other	0415	531,963	0	0	0	0	0
Inmate work programs revenue	Other	0705	169,338	0	0	0	0	0
Miscellaneous donations	Other	0905	2,300	5,998	5,998	**34,834**	0	0
Inmate restitution to victims	Other	0975	337,000	8,665,845	8,665,845	**1,887,897**	0	0
Inmate Welfare Funds supporting Alcohol and Drug as well as Educational programs	Other	1010	374,982	1,002,652	1,002,652	**1,079,261**	0	0
Transfers from Department of Justice for Prison Industries Enhancement programs	Other	1137	37,860	26,000	26,000	**26,000**	0	0
Transfers from OHA	Other	1443	200,000	0	0	0	0	0

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

Source	Fund	ORBITS Revenue Acct	2013-2015 Actual	2015-17 Legislatively Adopted	2015-17 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Transfers from HECC	Other	1525	319,400	189,850	189,850	**189,850**	0	0
Transfers from Department of Education for inmate educational programs	Other	1581	166,811	208,074	208,074	**208,074**	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	2010	(169,952)	0	0	0	0	0

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Debt Service Division

Program Description

Purpose
Debt Service is the obligation to repay principal and interest on funds borrowed through the sale 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 2017-19 Legislatively Adopted Budget included $114,017,232 General Fund and $1,038,513 Federal Funds to cover all existing COP and Bond sales. 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 2019-21 Agency Request adds $8,453,770 General Fund for debt service to finance the following requested projects:

- Policy Package 102 – Public Safety Center Campus (Debt Service portion - $3,122,881)
- Policy Package 107b – CIS Tool Upgrade (Debt Service portion - $408,149)
- Policy Package 110b – Capital Renewal (Debt Service portion - $1,718,916)
- Policy Package 110c – Statewide Radio Replacement (Debt Service portion - $1,686,858)
- Policy Package 110d – Camera Systems Upgrades (Debt Service portion - $1,516,967)

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$8,453,770
Federal Funds	$0

Debt Service Division

102 Capital Construction – Public Safety Center Campus

Purpose
This package requests project authorization for a new Public Safety Center Campus in Salem that would co-locate the Department of Corrections (DOC), Oregon Corrections Enterprises (OCE), Board of Parole and Post-Prison Supervision (BPPPS), and Criminal Justice Commission, with the potential expansion for all other public safety state agencies.

The land surrounding the current home for the central administration of DOC and BPPPS (also referred to as the "north campus") is currently under various contracts between the Department of Administrative Services (DAS) and the Salem Housing Authority, the City of Salem and Mountain West Investments, as well as a portion of land remaining with DAS. The Central Administrative offices, also referred to as the Dome, where DOC and BPPPS reside, remains under DAS ownership. The maintenance required and unique environment associated with occupying a historic building like the Dome, present on-going challenges to provide a safe and uninterrupted work environment for employees. A Public Safety Center Campus building would provide agencies a new permanent location, which would help to support efficient and effective public safety agency operations for many decades into the future.

A Public Safety Center Campus will provide a number of immediate and significant benefits to public safety agency operations and the public at large, at a reduced long-term cost to Oregonians.

- Reduced life-time facilities costs;
- Site location and construction standards resilient to natural disasters;
- Coordination and communication efficiencies (cost avoidance opportunities);
- Modern facilities and customized spaces with energy efficiencies gained from modern engineering standards; and
- Location stability with room to grow as needed.

How Achieved
This policy option package is recommending a permanent solution that involves construction of an administrative office center campus that would house these agencies on DOC owned land near the Department of Public Safety Standards & Training and the Santiam Correctional Institution already in Salem.

For DOC specifically, all functional programs in the Salem area, with the exception of DOC's Central Distribution Center (CDC), would be housed at the new campus. This includes those agency functions that occur in the Dome building, the 22nd Street "Central South" complex that houses Human Resources, Health Services, and the Office of Population Management), some functional units housed at

the CDC (Accounting, Central Trust, IT, Procurement and Contracts, Financial Systems Support), and a variety of support units currently housed in residential housing on-site at a number of correctional institutions.

This solution will eliminate the need for leasing office space and maximize the use of shared space (motor pool area, conference, file storage, mail room, and lunch facilities). A Conceptual Master Plan completed in 2018 includes details for construction of a multi-agency Public Safety Center Campus that would accommodate current needs and provide options for future potential expansion. The construction timeline is estimated at 36 to 48 months from authorization. Financing will be offset by lease savings and reduced utility costs, and the facility is projected to cost the state less over the long-term as compared to maintaining the status quo.

This package requests overall project authority and Other Fund limitation of $75,000,000 plus General Fund to cover the debt service and Cost of Issuance to provide planning and design, infrastructure, and building construction that would make the facility ready for occupancy by the end of 2022. It also includes project management funding for six Limited Duration positions to provide project coordination and oversight over the life of the project.

Financing for the project would be provided through bond sales. Debt Service liability in the first biennium is estimated at $1,120,000 General Fund. We are requesting both general fund and other fund limitation. New debt schedules and cost of issuance will be requested from DAS should the package move forward.

Quantifying Results
Project success will be measured by the ability to maintain the established construction schedule and complete the project within the time allowed and within the authorized budget. The project's viability can be evaluated based on the cost alternatives of significant leased space for DOC, efficiencies achieved by shared resources (building operations, technology, administrative functions, etc.), common space, fuel and utility savings and continued rentals and leases for the other prospective occupants.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$ 3,122,881

2021-2023 Fiscal Impact

The actions included in this package will become part of the Base Budget for the 2021-23 based on updated debt service schedules provided by the Department of Administrative Services.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Debt Service**

Pkg: 102 - Public Safety Center Campus (PSCC) **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	3,122,881	-	-	-	-	-	3,122,881
Total Revenues	**$3,122,881**	**-**	**-**	**-**	**-**	**-**	**$3,122,881**
Debt Service							
Principal - Bonds	1,050,000	-	-	-	-	-	1,050,000
Interest - Bonds	2,072,881	-	-	-	-	-	2,072,881
Total Debt Service	**$3,122,881**	**-**	**-**	**-**	**-**	**-**	**$3,122,881**
Total Expenditures							
Total Expenditures	3,122,881	-	-	-	-	-	3,122,881
Total Expenditures	**$3,122,881**	**-**	**-**	**-**	**-**	**-**	**$3,122,881**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Debt Service Division

107 Corrections Information System Rebuild

This Policy Option Package 107 seeks to address the following:

A. Assess Corrections Fundamental Systems
B. Corrections Information Systems (CIS) Tool Upgrade

The resource request specific to Debt Service are for XI-Q bonds sold to purchase the CIS Tool Upgrade (Software) in Item B.

PURPOSE
B. Corrections Information Systems (CIS) Tool Upgrade

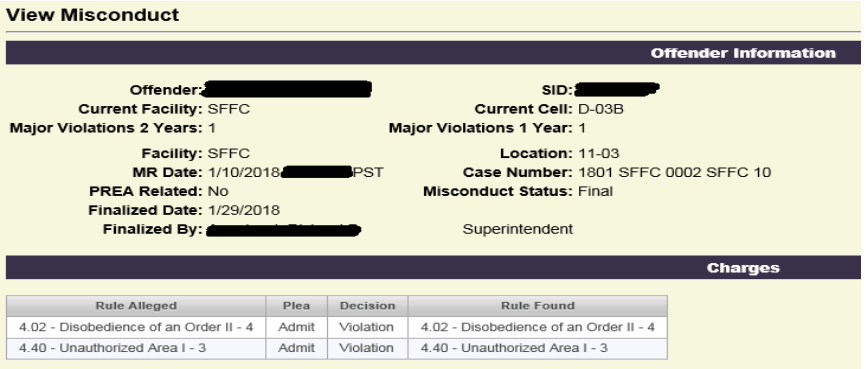
This Policy Option Package (POP) component provides an immediate solution while analyzing the Department of Corrections (DOC) fundamental systems. DOC seeks to modernize a core business application originally developed in the late 1980s: Corrections Information System (CIS). Modernization of CIS would be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate much more efficient data exchanges with counties and other business partners. This request is designed as a stepping stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is DOC's ten year strategic plan.

The modernization of tools funded through this POP will address shortcomings such as mobile inaccessibility and poor user friendliness and usability inherent in a 30 year-old IT system. It will enable CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place. This technology transformation is in support of the State of Oregon Governor's priority of efficient and effective delivery of government services.

Before:



After:



The resources requested specific to Debt Service for Item B are $408,149 General Fund, 0 Position, 0.00 FTE.

B. Corrections Information Systems (CIS) Tool Upgrade

Purchase of a new software toolset and on-going licensing (maintenance) to transform and integrate the CIS core application with existing modern applications.

Procuring Quality Assurance vendor services. Quality assurance services depends on whether Preliminary Quality Assurance and other Quality Management Services are required means a set of services providing an independent and objective review of plans, specification, estimates, documentation, available resources and overall purpose for an information technology initiative. The OSCIO has latitude in interpreting the stage gate process as it applies to projects undertaken by executive branch agencies and other covered organizations including the requirements for independent quality management services for information technology.

Add four positions within the IT Application Services unit to provide the transformation capabilities, ongoing enhancements and support for the department's primary computer application. These four positions are required for adding this complex toolset to our existing systems as the toolset specialists.

One additional limited duration or professional services senior project manager will be essential to ensure the effective management of the project during its crucial first two years.

The primary deliverables for this POP are:

- Procuring and implementing a web based interface for CIS that integrates seamlessly with other DOC applications. Includes configuring the environment and training of staff.
- Adding industry standardized web services to CIS for internal and external use promoting code reuse, modularity and secure integration points for county, state and other business partner systems. The web services will be secured and select services will be accessible to external business partners.
- Creating modern interfaces to CIS that work in the web browser, are mobile enabled and integrate with other DOC applications.

The project will follow the Project Management Body of Knowledge (PMBOK) to ensure the application of standardized management principles to the conduct of the project.

Quantifying Results

B. Corrections Information Systems (CIS) Tool Upgrade

The strategic initiatives this concept plans to support are:

- CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 “modern tools and technology are in place.”
- State of Oregon Governor’s Priority and Core Value.
  - One of the Governor’s core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

The result of this effort, estimated at two years, will support these initiatives by:

- Building web services to CIS modules.
- Creating modern interfaces for CIS modules that seamlessly integrate with existing DOC web applications.
- Enabling mobile access to CIS modules.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$408,149
Other Funds	$0

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for the 2021-23 based on updated debt service schedules provided by the Department of Administrative Services.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of **Cross Reference Name: Debt Service**

Pkg: 107 - Corrections Information System Rebuild **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	408,149	-	-	-	-	-	408,149
Total Revenues	**$408,149**	**-**	**-**	**-**	**-**	**-**	**$408,149**
Debt Service							
Principal - Bonds	315,000	-	-	-	-	-	315,000
Interest - Bonds	93,149	-	-	-	-	-	93,149
Total Debt Service	**$408,149**	**-**	**-**	**-**	**-**	**-**	**$408,149**
Total Expenditures							
Total Expenditures	408,149	-	-	-	-	-	408,149
Total Expenditures	**$408,149**	**-**	**-**	**-**	**-**	**-**	**$408,149**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Debt Service Division

110 Capital Renewal and Deferred Maintenance

Purpose

Policy Option Package 110 seeks to address the following funding needs:

A. Deferred Maintenance
B. Capital Renewal
C. Statewide Radio Replacement
D. Camera System Upgrades

The resource request specific to Debt Service XI-Q Bonds for Items B, C, and D.

B. Capital Renewal

The Department of Administrative Services (DAS) recently entered into a contract with the consultant Faithful and 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 in addition to the deferred maintenance needs. According to the assessment, DOC has a current need (through 2018) of $208 million in both Capital Improvement and Renewal and Deferred Maintenance at facilities across the state in order to protect and preserve the state owned buildings and related infrastructure. While DOC received $27 million to address some of these capital needs last biennium, if additional funding is not received the deferred maintenance will continue to grow and escalate and will reach $428 million by the end of 2028.

The resources specific to Item B are $1,718,916 General Fund, 0 positions, 0.00 FTE.

C. Statewide Radio Replacement

DOC operates and maintains an agency owned wireless communications system for use within each facility that does not provide radio service to other agencies. The systems installed at ten locations have been in operation for fifteen years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition. The current systems vary in design and capabilities. The primary differences in capabilities are due to age and original installation dates.

This package requests $15 million in Capital Construction funds to replace the communications systems at CDC, MCCF, OSCI, OSP, OSPM and SCI in Salem, CRCI in Portland, EOCI in Pendleton, TRCI in Umatilla, and PRCF in Baker City. The six locations in Salem would be consolidated on a multi-site system due to their close proximity, with single site systems installed at the remaining four locations. These replacement systems will meet current and future communications needs for the next 15-20 years. All replacement systems will be standardized and interoperable with the ability to communicate with state and local emergency services first responders.

The resources specific to Item C are $1,686,858 General Fund, 0 Positions, 0.00 FTE.

D. Camera Systems Upgrades

Camera systems are a critical component to maintaining public safety by holding people accountable for their behaviors while incarcerated. They allow staff to safely monitor multiple areas and rapidly respond to fights, assaults, and other criminal activities inside of the institutions in a timely manner preventing additional loss of property, injury or even death. DOC operates and maintains agency owned camera systems at 14 institutions and other facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities made possible by more modern equipment, and additional camera locations.

Ten locations that need camera system upgrades are at the following sites; Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Santiam Correctional Institution (SCI), Shutter Creek Correctional Institution (SCCI), Deer Ridge Correctional Institution (DRCI), Central Distribution Center (CDC), Coffee Creek Correctional Institution (CCCF), Snake River Correctional Institution (SRCI), and South Fork Forrest Camp (SFFC).

The department is tasked with the custody and care of over 14,900 AICs. Many of these AICs are predatory and have a history of violence, have mental health issues, and are younger or older more vulnerable AICs. Cameras are a necessary tool to help manage and keep the staff, visitors, contractors and AIC population safe. Because of this diverse population, there is a growing need for cameras in additional locations. Since video footage is key in holding AICs accountable for violent and assaultive behaviors through due process means, increased storage capabilities at these institutions is also necessary. The outcome of a more robust camera system that uses modern technology including the ability to store more information is a greater ability, to protect vulnerable and mentally challenged AICs and the staff that supervise them, and to be able to readily identify medical emergencies in remote locations.

While the camera systems are currently operational, there is an immediate need to add additional camera locations for the safety and security of the individuals who either reside at or visit these sites. The addition of camera locations requires upgrades and improvements to the current operating systems displayed in the table below:

Project Type	Cost
Cameras, Switches and Equipment	$5,034,115
Cable and Infrastructure	$230,000
Contracted Labor	$3,369,869
Total	**$8,633,804**

The resources specific to Item D are $1,516,966 General Fund, 0 Positions, 0.00 FTE.

How Achieved

A. Deferred Maintenance

The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. DOC plans to execute work in the following five categories; building envelope, electrical systems, water systems, roofs, and HVAC systems.

White City Structure Demolition

The DOC owned site near White City was selected and purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97. The site was purchased "as-is" and contained several dilapidated farm structures. These structures have been un-used and have continued to deteriorate over the past 20 years. There is significant risk to the state should one of these structures collapse and injure a person. The structures contain both asbestos and lead paint and will need to be demolished and disposed of according to DEQ rules. DOC is requesting $240,000 for the abatement and demolition of the buildings at White City.

10 Year Strategic Master Plan

DOC's facility drivers are largely related to the age of existing structures, and the fact that the built capacity of its institutions have been exceeded through the use of temporary and emergency beds, 880 as of March 1, 2018. The department's population has seen significant changes in recent years, most notably the growing geriatric residents. A 10 year strategic master plan would help the

department define its strategy and develop long-range goals and make decisions on allocating its resources to pursue this strategy. DOC is requesting $500,000 for the development of a 10 year strategic master plan.

Permanent Staff

DOC does not have sufficient staffing to manage the projects associated with addressing deferred maintenance and the Facility Condition Assessment. We are requesting a total of five positions (FTE) to support the management of these projects. The staff includes one Construction Project Manager 2, one Information Systems Specialist 7, one Electronic Security Technician, one Facility Operation Specialist 2, and one Plumber. DOC is requesting additional staff and S&S to address extensive travel costs in accomplishing projects throughout the state.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,652,635
Electrical System Repairs (FCA Identified)	$87,723
Water System Repairs (FCA Identified)	$591,071
Roofing System Repairs (FCA Identified)	$456,733
HVAC System Repairs (FCA Identified)	$5,268,021
White City Building Demolition	$240,000
10 Year Master Strategic Plan	$500,000
Project Management Position (C3268)	$242,112
Project Management Position (C1487)	$221,340
Project Management Position (C4051)	$205,951
Project Management Position (C4015)	$190,312
Project Management Position (C4005)	$205,951
Additional S&S for Project Management Positions*	$144,353
Total	**$12,006,202**

B. Capital Renewal

Faithful and Gould (Facility Condition Assessment)

The maintenance budgets for DOC facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day per week institutions and related facilities that range from 10 years to 150 years in age. The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. The Faithful and Gould assessment of 16 DOC

facilities shows a need in excess of $208 million. DOC is requesting $29,940,691 million for Capital Renewal projects to address items in six categories noted on the Faithful and Gould Facility Condition Assessment.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,430,326
Electrical & Fire System Repairs (FCA Identified)	$1,615,394
Water System Repairs (FCA Identified)	$1,651,082
Roofing System Repairs (FCA Identified)	$12,762,087
HVAC (FCA Identified)	$5,019,150
Fire Systems (FCA Identified)	$650,788
Project Management – 7 Positions *	$5,462,652
TOTAL	**$29,940,691**

*Limited Duration Position authority and funding for project management staff will be required for six years.

Limited Duration Staffing (Facility Condition Assessment)

DOC does not have sufficient staffing to manage the projects associated with the Facility Condition Assessment. We are requesting a total of seven limited duration staff to support the management of these projects. The staff includes two Construction Project Managers, one Contract and Procurement Specialist, one Office Support and three Facility Operation Specialists. DOC is requesting additional limited duration staff.

*Limited Duration Position authority and funding for project management staff will be required for six years. The limited duration positions associated with Capital Construction projects are not entered into the Position Information Control System (PICS). These will be double-fills of existing positions during the projects.

C. Statewide Radio Replacement

Install complete P25 wireless communications systems at 10 corrections facilities. (P25 or APCO-25 is a suite of standards for digital mobile radio communications designed for use by public safety organizations in North America.) These systems will include all equipment and support structures (antenna, towers, and equipment shelters) necessary to provide turnkey operation. Equipment will be procured from State of Oregon contracts in place to support the State Radio Project. The new systems must be installed, commissioned and fully operational prior to deactivating and removing the existing systems. DOC is requesting one limited duration position (C2171) to perform contract oversight and administration for the project.

Reliable wireless communications systems are a critical element in ensuring our ability to protect life, maintain security and provide safety for staff and AICs. Not funding the replacement of obsolete wireless communications systems at the 10 locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, AICs and the public.

LOCATION	DESIGN AND INSTALLATION COST
Two Rivers Correctional Institution	$2,185,700
Eastern Oregon Correctional Institution	$1,965,475
Oregon State Correctional Institution and Central Distribution Center	$2,922,190
Oregon State Penitentiary and Mill Creek Correctional Facility	$3,214,290
Santiam Correctional Institution and Oregon State Penitentiary Minimum	$2,103,360
Columbia River Correctional Institution	$803,605
Powder River Correctional Facility	$803,605
Project Management – 1 Positions *	$1,024,088
TOTAL	**$15,022,313**

*Limited Duration Position authority and funding for project management staff will be required for six years.

D. Camera Systems Upgrades

If DOC receives the requested funding, additional cameras will be added at strategic locations that have a history of criminal activity and can't be directly supervised by staff due to minimal staffing levels driven by budget shortfalls. Drug possession and distribution, gambling, assault, extortion, gang activities, arson, sexual activity, assault, and escapes are examples of some types of criminal activity that takes place in these unsupervised areas. With the necessary camera systems, staff will be able to monitor and supervise areas that would otherwise go unobserved. With this additional monitoring also comes an opportunity for staff to respond to and stop these types of activities, which prevents additional victimization of vulnerable AICs and assaults on staff. In addition to a better chance at prevention, staff will have the ability to review footage if a crime has been committed and hold the AICs accountable for their actions through a formal administrative review or criminal process, depending on severity of the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

Institution	Camera Equipment, Cable Infrastructure	Contracted Labor	Total
SCI	$105,000	$67,200	$172,200
SCCI	$386,265	$247,209	$633,474
SFFC	$201,996	$129,277	$331,273
OSCI	$150,000	$96,000	$246,000

MCCF	$95,000	$60,800	$155,800
DRCI	$125,000	$80,000	$205,000
CCCF	$400,854	$256,546	$657,400
CDC	$150,000	$96,000	$246,000
SRCI	$1,875,000	$1,200,000	$3,075,000
OSP	$1,775,000	$1,136,657	$2,911,657
TOTAL	**$5,264,115**	**$3,369,689**	**$8,633,804**

Quantifying Results

A. Deferred Maintenance

DOC will quantify results by tracking percent of variance of expended funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

B. Capital Renewal

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25

July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

C. Statewide Radio Replacement

DOC will quantify results by tracking total number of functioning hand held radios at each site compared to the actual need of hand held radios at each of the radio sites. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure.

D. Camera Systems Upgrades

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Process Measure. DOC will quantify the successful addition of cameras by tracking the percentage of incidents that can be successfully investigated using the additional video surveillance.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Funds	$4,922,740
Other Funds	$0

2021-23 Fiscal Impact

The actions included in this package will become part of the Base Budget for the 2021-23 based on updated debt service schedules provided by the Department of Administrative Services.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Capital Renewal & Deferred Maintenance

Cross Reference Name: Debt Service
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	4,922,740	-	-	-	-	-	4,922,740
Total Revenues	**$4,922,740**	**-**	**-**	**-**	**-**	**-**	**$4,922,740**
Debt Service							
Principal - Bonds	3,160,000	-	-	-	-	-	3,160,000
Interest - Bonds	1,762,740	-	-	-	-	-	1,762,740
Total Debt Service	**$4,922,740**	**-**	**-**	**-**	**-**	**-**	**$4,922,740**
Total Expenditures							
Total Expenditures	4,922,740	-	-	-	-	-	4,922,740
Total Expenditures	**$4,922,740**	**-**	**-**	**-**	**-**	**-**	**$4,922,740**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
Refunding Bonds	Other	0575	$27,086,246	$0	$0	$0	$0	$0
Interest earnings to pay debt service previously financed with GF dollars	Other	0605	81,536	0	43,042	0	0	0
Other Revenues	Other	0975	127,026	0	0	0	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	1010	3,968,857	0	0	0	0	0
Transfer in from Administrative Services	Other	1107	7,711	0	0	0	0	0
Transfer of revenue between funds to properly align revenue to programs	Other	2010	(2,000,519)	0	0	0	0	0
Transfer to Administrative Services	Other	2107	(7,711)	0	0	0	0	0
Build America Bonds	Federal	0995	1,123,728	1,038,513	1,038,513	**940,120**	0	0

BUDGET NARRATIVE

Capital Improvement

Program Description

Purpose
Capital Improvements are expenditures for acquisition or construction of a new asset or for existing assets; the expenditure significantly increases the asset's value, extends the life, or makes it adaptable for a different use. The completed project cost must be less than $1 million and be capitalizable in accordance with OAM 15.60.10.

How Achieved
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 of $2.5 billion.

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$2,931,801
Other Funds	$0

2021-23 Fiscal Impact:
The Capital Improvement costs will become part of the 2021-23 Base Budget.

Capitol Improvement 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 2019-21, inflation factors are 3.8 percent for standard inflation, 4.2 percent for Professional Services, 20.14 percent for Attorney General charges, 3.8 percent for Facility Rental and Taxes, and 3.7 percent for Special Payments. Inflation requested in this package is based on the 2019-21 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	$107,330
Other Funds	$0
Federal Funds	$0

2021-23 Fiscal Impact
The net impact of the actions in this package and the reductions in package 810 will become part of the Base Budget for 2021-23.

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	107,330	-	-	-	-	-	107,330
Total Revenues	**$107,330**	**-**	**-**	**-**	**-**	**-**	**$107,330**
Capital Outlay							
Land Improvements	105,226	-	-	-	-	-	105,226
Professional Services	2,104	-	-	-	-	-	2,104
Total Capital Outlay	**$107,330**	**-**	**-**	**-**	**-**	**-**	**$107,330**
Total Expenditures							
Total Expenditures	107,330	-	-	-	-	-	107,330
Total Expenditures	**$107,330**	**-**	**-**	**-**	**-**	**-**	**$107,330**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21		
						Agency Request	Governor's Balanced	Legislatively Adopted

Capital Construction

Purpose

This program includes the purchase of land, buildings, support systems, and equipment/information technology-related projects. New building/equipment and Capital Improvement and Renewal 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 $1,000,000 and is capitalizable in accordance with OAM 15.60.10.

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 2019-21 is requested in:

Package 102 – Public Safety Center Campus (PSCC): DOC has outgrown its current administrative work space and is in need of a single campus that can lodge the current and growing workforce. The Department currently owns land that would accommodate this new public campus. The construction of a single Public Safety Center Campus would centralize operations and eliminate the need for current and future leases to house administrative staff.

Package 107b - Corrections Information System (CIS) Rebuild: DOC seeks to modernize a core business application originally developed in the late 1980s. Modernization of CIS would be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate much more efficient data exchanges with counties and other business partners. This request is designed as a stepping stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is the DOC's ten year strategic plan.

Package 110b – Capital Renewal: The Faithful & Gould assessment of 16 DOC facilities shows a need in excess of $208 M (including a 52 percent mark-up) for both Capital Renewal and Deferred Maintenance through the 2019-21 biennium. DOC is requesting $29,940,691 to address capital items in five categories noted on the Facility Condition Assessment.

Package 110c – Statewide Radio Replacement: This package component seeks to replace the communications systems at CDC, MCCF, OSCI, OSP, OSPM, and SCI in Salem, CRCI in Portland, EOCI in Pendleton, TRCI in Umatilla, and PRCF in Baker City. The six locations in Salem would be consolidated on a multi-site system due to their close proximity, with single site systems installed at the remaining four locations. These replacement systems will meet current and future communications needs for the next 15-20 years. These systems were not included in the State of Oregon Communications System addressed in the State Radio Project. All replacement systems will be standardized and interoperable with the ability to communicate with state and local emergency services first responders.

Package 110d – Camera Systems Upgrade: DOC operates and maintains agency owned camera systems at 14 institutions and facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities due to more modern equipment and additional camera locations. The following ten locations need camera system upgrades; MCCF, OSCI, OSP, SCI, SCCI, DRCI, CDC, CCCF, SRCI, and SFFC.

Projects requested for 2019-21 financing are summarized in the following table:

2017-19 Proposed Projects	Number of Beds	Agency Request
#102 – Public Safety Center Campus (PSCC)	-0-	$75,000,000
#107B – Corrections Information System Rebuild		$1,650,000
#110B – Capital Renewal (Capital Construction)	-0-	$29,940,691
#110C – Statewide Radio Replacement		$15,022,313
#110D – Camera System Upgrades		$8,633,804
Total	-0-	$130,246,808

Agency Request Budget

Staffing Impact
There are 7 limited duration bond funded staff to support the management of the capital construction projects included in POP 110.

Revenue Source
Other Funds (bond sales) $130,246,808

2021-23 Fiscal Impact
Other Fund Limitation approved for this project has a 6-year life but is always associated with the biennium in which it was approved. The Limited Duration positions would be phased out completely at the close of the project.

MAJOR CONSTRUCTION/ACQUISITION PROJECT NARRATIVE

Note: Complete a separate form for each project

Agency		Agency Priority #		Schedule	
Project Name	Public Safety Center Campus. Asking for A&E assessment as well as funding this biennium, see Modernization tab	Cost Estimate	Cost Est. Date	Start Date	Est. Completion
		$75,000,000	Place holder pending cost estimate in Oct 2018		
		GSF	# Stories	Land Use/Zoning Satisfied	
Address /Location	Santiam Medium Security Campus, Salem	100,000	2	In process	N

Funding Source/s: Show the distribution of dollars	General Funds	Lottery	Other	Federal
by funding source for the full project cost.	$ 75,000,000			

Description of Agency Business/Master Plan *and* Project Purpose/Problem to be Corrected

DOC's headquarters is the "Historic" Dome Building with the following problems.

- **´DAS owned asset**
- **´Inefficient utilization of space**
- **´Outgrown current space/need for additional leased space**
- **´Old building/inefficient and expensive utilities**
- **´Poor building condition/repeated emergency declarations**
- **´Poor working conditions/contributes to low staff morale/productivity**
- **´Unavailability of leased space to meet current need**
- **´Multiple offices at separate locations/no shared services**

The poposal is a new DOC Public Safety Center Campus

- **´114,000 sq. feet – Better utilization of space/new space will accommodate DOC needs into the future as far as we can see**
- **´Central location adjacent to DPSST – relative to other facilities**
- **´New efficient, sustainable, resilient, modern, functional, ADA compliant, Seismic, Environmental**

´Sufficient parking

´High level of security – more secure space

´Release of leases

´Efficient for taxpayers

´Room to expand and add additional public safety agencies partners

´Build on DOC owned land – Occupy in perpetuity

Project Scope *and* Alternates Considered

DOC considered the following alternatives:

1) Renovation of the Dome Building (insufficient and poorly configuired space, very costly to renovate, seismic limitations (URM)

2) Leasing space - none available for the scale needed in Salem. Long term, renting is higher cost than ownership

Project Budget Estimate - Escalate to the mid-point of construction. Use 4.5% Annual Escalation.

		$	% Project Cost	$/GSF
DIRECT CONSTRUCTION COSTS				
1	Building Cost Estimate			
2	Site Cost Estimate (20 Ft beyond building footprint)			
3	**TOTAL DIRECT CONSTRUCTION COSTS**	=		
INDIRECT CONSTRUCTION COSTS				
4	Owner Equipment / Furnishings / Special Systems			
5	Construction Related Permits & Fees			
	Other Indirect Construction Costs Including 1% Art, 1.5% Renewable			
6	Energy and other state requirements			
7	Architectural, Engineering Consultants			
8	Other Design and PM Costs			
9	Relocation/Swing Space Costs			
10	**TOTAL SOFT COSTS**			

11	OWNER'S PROJECT CONTINGENCY			

	$	% Project Cost	$/GSF
TOTAL PROJECT COST			

Cost Estimate Source (EG Agency, Cost Estimator, A/E, etc.)	

MAJOR CONSTRUCTION/ACQUISITION SIX-YEAR PLAN

Facility Plan - 10 Year Space Needs Summary Report
2019-21 Biennium

Agency Name
Note: List each project/lease or disposal separately.
Proposed New Construction or Acquisition - *Complete for 5 Biennia*

Biennium	Agency Priority	Concept/Project Name	Description	GSF	Position Count[1]	General Fund	Other Funds	Lottery Funds	Federal Funds	Estimated Cost/Total Funds
2019-21		Public Safety Center Campus	Assessment							
2021-23		Public Safety Center Campus	Construction							
2023-25										
2025-27										
2027-29										

Proposed Lease Changes over 10,000 RSF - *Complete for 3 Biennia*

Biennium		Location	Description/Use	Term in Years	Total RSF[2] +/- (added or eliminated)	USF[3]	Position Count[1]	Biennial $ Rent/RSF[2]	Biennial $ O&M /RSF[2] not included in base rent payment	Total Cost/Biennium
					A	B	C	D	E	(D+E) * A
2019-21										
2021-23										
2023-25		Multiple Leased Buildings	Leave Leases as result of Public Safety Center Campus							

Planned Disposal of Owned Facility

Biennium		Facility Name	Description
		None	

Definitions

Occupant Position Count (PC)	**1**	Estimated Position Count assigned to (home location) each building or lease as applicable
RSF	**2**	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
USF	**3**	Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.
O&M	**4**	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

Capital Financing Six-Year Forecast Summary 2019-21

Agency: _Department of Corrections_____
Agency #:____29100_____

Provide amounts of agency financing needs for the 2019-21 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ 15,000,000	$	$ 15,000,000	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ 15,000,000	$ -	$ 15,000,000	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ 12,667,520	$	$ 12,667,520	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ 12,667,520	$ -	$ 12,667,520	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ 27,667,520	$ -	$ 27,667,520	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2019-21	$ 27,667,520	$ -	$ 27,667,520	

Capital Financing Six-Year Forecast Summary 2021-23

Agency: Department of Corrections
Agency #: 29100

Provide amounts of agency financing needs for the 2021-23 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ 45,500,000	$	$ 45,500,000	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ 45,500,000	$ -	$ 45,500,000	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ 7,710,485	$	$ 7,710,485	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ 7,710,485	$ -	$ 7,710,485	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ 53,210,485	$ -	$ 53,210,485	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2021-23	$ 53,210,485	$ -	$ 53,210,485	

Capital Financing Six-Year Forecast Summary 2023-25

Agency: _Department of Corrections_____
Agency #:____29100_____

Provide amounts of agency financing needs for the 2023-25 biennium, by expected use and repayment source. Include proposed project amounts only (do not include debt service from either previously issued debt or from new debt issuance).

Use of Bond Proceeds	Bond Type: General Obligation Bonds	Bond Type: Revenue Bonds	Totals by Repayment Source	
Major Construction / Acquisition Projects				
General Fund Repayment	$ 44,440,691	$	$ 44,440,691	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Major Construction	$ 44,440,691	$ -	$ 44,440,691	
Equipment/Technology Projects over $500,000				
General Fund Repayment	$ 4,928,112	$	$ 4,928,112	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Equipment/Technology	$ 4,928,112	$ -	$ 4,928,112	
Debt Issuance for Loans and Grants				
General Fund Repayment	$	$	$ -	GF
Lottery Funds Repayment			-	LF
Other Funds Repayment			-	OF
Federal Funds Repayment			-	FF
Total for Loans and Grants	$ -	$ -	$ -	
Total All Debt Issuance				
General Fund Repayment	$ 49,368,803	$ -	$ 49,368,803	GF
Lottery Funds Repayment	-	-	-	LF
Other Funds Repayment	-	-	-	OF
Federal Funds Repayment	-	-	-	FF
Grand Total 2023-25	$ 49,368,803	$ -	$ 49,368,803	

Capital Construction Division

102 Capital Construction – Public Safety Center Campus

Purpose
This package requests project authorization for a new Public Safety Center Campus in Salem that would co-locate the Department of Corrections (DOC), Oregon Corrections Enterprises (OCE), Board of Parole and Post-Prison Supervision (BPPPS), and Criminal Justice Commission, with the potential expansion for all other public safety state agencies.

The land surrounding the current home for the central administration of DOC and BPPPS (also referred to as the "north campus") is currently under various contracts between the Department of Administrative Services (DAS) and the Salem Housing Authority, the City of Salem and Mountain West Investments, as well as a portion of land remaining with DAS and the Central Administration offices continues to remain under DAS ownership as well. The maintenance required and unique environment associated with occupying a historic building like Central Administration, present on-going challenges to provide a safe and uninterrupted work environment for employees. A Public Safety Center Campus building would provide agencies a new permanent location, which would help to support efficient and effective public safety agency operations for many decades into the future.

A Public Safety Center Campus will provide a number of immediate and significant benefits to public safety agency operations and the public at large, at a reduced long-term cost to Oregonians.

- Reduced life-time facilities costs;
- Site location & construction standards resilient to natural disasters;
- Coordination and communication efficiencies (cost avoidance opportunities);
- Up to date facilities and customized spaces with energy efficiencies gained from modern engineering standards; and
- Location stability with room to grow as needed.

How Achieved
This policy option package recommends a permanent solution that involves construction of a central administrative office that would house these agencies on DOC-owned land near the Department of Public Safety Standards & Training (DPSST) and the Santiam Correctional Institution (SCI) already in Salem.

For DOC specifically, all functional programs in the Salem area, with the exception of DOC's Central Distribution Center (CDC), would be housed at the new campus. This includes those agency functions that occur in the Central Administration building, the 22nd Street "Central South" complex which houses Human Resources, Health Services, and the Office of Population Management. Functional units

housed at the CDC include: Accounting, IT, Central Trust, Procurement and Contracts, Financial Systems Support, and a variety of support units currently housed in residential housing on-site at a number of correctional institutions.

This solution will eliminate the need for the lease of office space and maximize the use of shared space such as a motor pool area, conference, file storage, mail room, and lunch facilities. A conceptual master plan, completed in 2018, includes details for construction of a multi-agency Public Safety Center Campus that would accommodate current needs and provide options for future potential expansion. The construction timeline is estimated at 36 to 48 months from authorization. Financing will be offset by lease savings and reduced utility costs, and the facility is projected to cost the state less over the long-term (decades) as compared to maintaining increasingly emergent costs.

This package requests overall project authority and Other Fund limitation of $75,000,000 plus General Fund to cover the debt service and Cost of Issuance. This would provide planning and design, infrastructure, and building construction that would make the facility ready for occupancy by the end of 2022. It also includes project management funding for six limited duration positions to provide project coordination and oversight over the life of the project.

Financing for the project would be provided through bond sales. Debt Service liability in the first biennium is estimated at $1,120,000 General Fund. We are requesting both general fund and Other Fund limitation. New debt schedules and cost of issuance will be requested from DAS should the package move forward.

Quantifying Results
Project success will be measured by the ability to maintain the established construction schedule and complete the project within the time allowed and within the authorized budget. The project's viability can be evaluated based on the cost alternatives of significant leased space for DOC, efficiencies achieved by shared resources (building operations, technology, administrative functions, etc.), common space, fuel and utility savings and continued rentals and leases for the other prospective occupants.

Agency Request Budget

Staffing Impact

Limited Duration Positions	6
Limited Duration FTE	5.50

Revenue Source

General Fund	$ 0
Other Funds – Bond Sales	$ 75,000,000

2021-2023 Fiscal Impact

Limitation approved for these projects has a six-year life but is always associated with the biennium in which it was approved. No direct impact is attributed to future biennia for budgetary purposes. If approved, Debt Service resulting from the borrowing needed to finance the projects will continue into future biennia, depending on the specific provisions governing the sales. The limited duration positions would be phased out completely at the close of the project.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 102 - Public Safety Center Campus (PSCC)

Cross Reference Name: Capital Construction
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	-	-	75,000,000	-	-	-	75,000,000
Total Revenues	**-**	**-**	**$75,000,000**	**-**	**-**	**-**	**$75,000,000**
Capital Outlay							
Other Capital Outlay	-	-	75,000,000	-	-	-	75,000,000
Total Capital Outlay	**-**	**-**	**$75,000,000**	**-**	**-**	**-**	**$75,000,000**
Total Expenditures							
Total Expenditures	-	-	75,000,000	-	-	-	75,000,000
Total Expenditures	**-**	**-**	**$75,000,000**	**-**	**-**	**-**	**$75,000,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Construction Division

107 Corrections Information System Rebuild

This Policy Option Package 107 seeks to address the following:

A. Assess Corrections Fundamental Systems
B. Corrections Information Systems (CIS) Tool Upgrade

The resource request specific to XI-Q bonds requested to purchase the CIS Tool Upgrade (Software) in Item B.

PURPOSE
B. Corrections Information Systems (CIS) Tool Upgrade

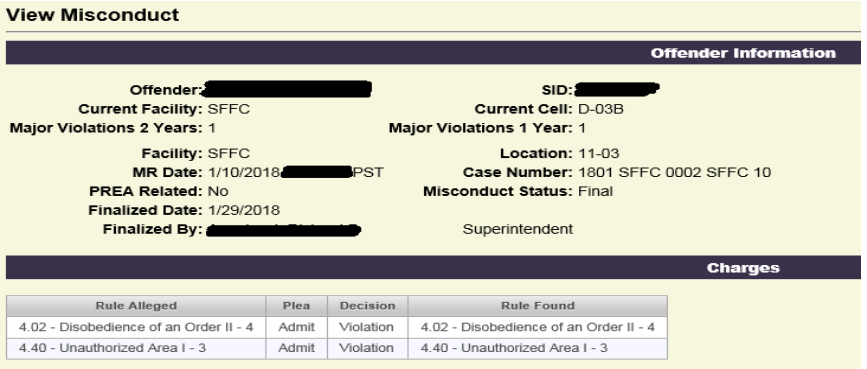
This POP component provides an immediate solution while analyzing the Department of Corrections (DOC) fundamental systems. DOC seeks to modernize a core business application originally developed in the late 1980s: Corrections Information System (CIS). Modernization of CIS would be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate much more efficient data exchanges with counties and other business partners. This request is designed as a stepping stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is DOC's ten year strategic plan.

The modernization of tools funded through this POP will address shortcomings such as mobile inaccessibility and poor user friendliness and usability inherent in a 30 year-old IT system. It will enable CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place. This technology transformation is in support of the State of Oregon Governor's priority of efficient and effective delivery of government services.

Before:



After:



The resources requested specific to Capital Construction for Item B are $1,650,000 Other Fund Limitation, 0 Position, 0.00 FTE.

B. Corrections Information Systems (CIS) Tool Upgrade

Purchase of a new software toolset and on-going licensing (maintenance) to transform and integrate the CIS core application with existing modern applications.

Procuring Quality Assurance vendor services. Quality assurance services depends on whether Preliminary Quality Assurance and other Quality Management Services are required means a set of services providing an independent and objective review of plans, specification, estimates, documentation, available resources and overall purpose for an information technology initiative. The OSCIO has latitude in interpreting the stage gate process as it applies to projects undertaken by executive branch agencies and other Covered Organizations including the requirements for independent quality management services for information technology.

Add four positions within the IT Application Services unit to provide the transformation capabilities, ongoing enhancements and support for the department's primary computer application. These four positions are required for adding this complex toolset to our existing systems as the toolset specialists.

One additional limited duration or professional services senior project manager will be essential to ensure the effective management of the project during its crucial first two years.

The primary deliverables for this POP are:

- Procuring and implementing a web based interface for CIS that integrates seamlessly with other DOC applications. Includes configuring the environment and training of staff.
- Adding industry standardized web services to CIS for internal and external use promoting code reuse, modularity and secure integration points for county, state and other business partner systems. The web services will be secured and select services will be accessible to external business partners.
- Creating modern interfaces to CIS that work in the web browser, are mobile enabled and integrate with other DOC applications.

The project will follow the Project Management Body of Knowledge (PMBOK) to ensure the application of standardized management principles to the conduct of the project.

Quantifying Results

B. Corrections Information Systems (CIS) Tool Upgrade

The strategic initiatives this concept plans to support are:

- CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 “modern tools and technology are in place.”
- State of Oregon Governor’s Priority and Core Value.
  - One of the Governor’s core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

The result of this effort, estimated at two years, will support these initiatives by:

- Building web services to CIS modules.
- Creating modern interfaces for CIS modules that seamlessly integrate with existing DOC web applications.
- Enabling mobile access to CIS modules.

BUDGET NARRATIVE

Agency Request Budget

Staffing Impact
None

Revenue Source

General Fund	$0
Other Funds	$1,650,000

2021-23 Fiscal Impact
The actions included in this package will become part of the Base Budget for the 2021-23 based on updated debt service schedules provided by the Department of Administrative Services.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 107 - Corrections Information System Rebuild

Cross Reference Name: Capital Construction
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	-	-	1,650,000	-	-	-	1,650,000
Total Revenues	**-**	**-**	**$1,650,000**	**-**	**-**	**-**	**$1,650,000**
Capital Outlay							
Data Processing Software	-	-	1,650,000	-	-	-	1,650,000
Other Capital Outlay	-	-	-	-	-	-	-
Total Capital Outlay	**-**	**-**	**$1,650,000**	**-**	**-**	**-**	**$1,650,000**
Total Expenditures							
Total Expenditures	-	-	1,650,000	-	-	-	1,650,000
Total Expenditures	**-**	**-**	**$1,650,000**	**-**	**-**	**-**	**$1,650,000**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Capital Construction Division

110 Capital Renewal and Deferred Maintenance

Purpose

Policy Option Package 110 seeks to address the following funding needs:

A. Deferred Maintenance;
B. Capital Renewal;
C. Statewide Radio Replacement; and
D. Camera System Upgrades.

The resource request specific to Capital Construction are Items B, C, and D.

A. Deferred Maintenance

The maintenance budget for Department of Corrections (DOC) facilities are generally insufficient to address the deterioration associated with 24-hour, seven-day per week institutions and related facilities that range from 10 years to 150 years in age. This funding shortfall has caused maintenance and repair actions to be deferred for budgetary reasons. The liability created by deferring repairs must be addressed to preserve the investment in buildings and infrastructure.

The recently completed Facilities Condition Assessment performed by Faithful and Gould found that DOC has a current need of $208,525,519 in both Deferred Maintenance and Capital Renewal needs. Corrective actions taken to address the deferred maintenance issues will not meet capitalization requirements established in the Oregon Accounting Manual. DOC plans to execute deferred maintenance work in the following five categories: building envelope, electrical systems, water systems, roofs, and underground infrastructure.

This request includes funding to abate and demolish dilapidated structures on DOC owned property in White City purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97 and additional staffing to manage this increased workload. This funding would enable DOC 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.

The resources requested specific to Item A are $12,006,202 General Fund, five positions, 5.00 FTE.

B. Capital Renewal

DAS recently entered into a contract with the consultant Faithful and Gould to conduct a statewide Facility Condition Assessment of all state owned facilities. This assessment revealed that DOC had significant Capital Improvement and Renewal needs in addition to the deferred maintenance needs. According to the assessment, DOC has a current need (through 2018) of $208 million in both Capital Improvement and Renewal and Deferred Maintenance at facilities across the state in order to protect and preserve the state owned buildings and related infrastructure. While DOC received $27 million to address some of these capital needs last biennium, if additional funding is not received the deferred maintenance will continue to grow and escalate and will reach $428 million by the end of 2028.

The resources specific to Item B are $29,940,691 Other Fund, seven limited duration bond funded positions, 0.00 FTE.

C. Statewide Radio Replacement

DOC operates and maintains an agency owned wireless communications system for use within each facility that does not provide radio service to other agencies. The systems installed at 10 locations have been in operation for 15 years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition. The current systems vary in design and capabilities. The primary differences in capabilities are due to age and original installation dates.

This package requests $15 million in Capital Construction funds to replace the communications systems at Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM) and Santiam Correctional Institution (SCI) in Salem, Columbia River Correctional Institution (CRCI) in Portland, Eastern Oregon Correctional Institution (EOCI) in Pendleton, Two Rivers Correctional Institution (TRCI) in Umatilla, and Powder River Correctional Facility (PRCF) in Baker City. The six locations in Salem would be consolidated on a multi-site system due to their close proximity, with single site systems installed at the remaining four locations. These replacement systems will meet current and future communications needs for the next 15-20 years. All replacement systems will be standardized and interoperable with the ability to communicate with state and local emergency services first responders.

The resources specific to Item C are $15,022,313 Other Fund, 0 Positions, 0.00 FTE.

D. Camera Systems Upgrades

Camera systems are a critical component to maintaining public safety by holding offenders accountable for their behaviors while incarcerated. They allow staff to safely monitor multiple areas and rapidly respond to fights, assaults, and other criminal activities inside

of the institutions in a timely manner preventing additional loss of property, injury or even death. DOC operates and maintains agency-owned camera systems at 14 institutions and other facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities made possible by more modern equipment, and additional camera locations.

Ten locations that need camera system upgrades are at the following sites; MCCF, OSCI, OSP, SCI, Shutter Creek Correctional Institution (SCCI), Deer Ridge Correctional Institution (DRCI), CDC, Coffee Creek Correctional Institution (CCCF), Snake River Correctional Institution (SRCI), and South Fork Forest Camp (SFFC).

The department is tasked with the custody and care of over 14,900 AICs. Many of these AICs are predatory offenders, have a history of violence, have mental health issues, or might be younger or older vulnerable AICs. Cameras are a necessary tool to help manage and keep the staff, visitors, contractors and AIC population safe. Because of this diverse population, there is a growing need for cameras in additional locations. Since video footage is key in holding AICs accountable for violent and assaultive behaviors through due process means, increased storage capabilities at these institutions is also necessary. The outcome of a more robust camera system that uses modern technology including the ability to store more information is a greater ability, to protect vulnerable and mentally challenged AICs and the staff that supervise them, and to be able to readily identify medical emergencies in remote locations.

While the camera systems are currently operational, there is an immediate need to add additional camera locations for the safety and security of the individuals who either reside at or visit these sites. The addition of camera locations requires upgrades and improvements to the current operating systems displayed in the table below.

Project Type	Cost
Cameras, Switches and Equipment	$5,034,115
Cable and Infrastructure	$230,000
Contracted Labor	$3,369,869
Total	**$8,633,804**

The resources specific to Item D are $8,633,804 Other Fund, 0 Positions, 0.00 FTE.

How Achieved

A. Deferred Maintenance

The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. DOC plans to execute work in the following five categories; building envelope, electrical systems, water systems, roofs, and HVAC systems.

White City Structure Demolition

The DOC-owned site near White City was selected and purchased as part of the Governor's "Super Siting" process (ORS 421.611-421.626) in 1996-97. The site was purchased "as-is" and contained several dilapidated farm structures. These structures have been un-used and have continued to deteriorate over the past 20 years. There is significant risk to the state should one of these structures collapse and injure a person. The structures contain both asbestos and lead paint and will need to be demolished and disposed of according to DEQ rules. DOC is requesting $240,000 for the abatement and demolition of the buildings at White City.

10-Year Strategic Master Plan

DOC's facility drivers are largely related to the age of existing structures, and the fact that the built capacity of its institutions have been exceeded through the use of temporary and emergency beds, 880 as of March 1, 2018. The department's population has seen significant changes in recent years, most notably the growing geriatric residents. A 10 year Strategic Master Plan would help the department define its strategy and develop long-range goals and make decisions on allocating its resources to pursue this strategy. DOC is requesting $500,000 for the development of a 10 year strategic master plan.

Permanent Staff

DOC does not have sufficient staffing to manage the projects associated with addressing deferred maintenance and the Facility Condition Assessment. We are requesting a total of five positions (FTE) to support the management of these projects. The staff includes one Construction Project Manager 2, one Information Systems Specialist 7, one Electronic Security Technician, one Facility Operation Specialist 2, and one Plumber. DOC is requesting additional staff and S&S to address extensive travel costs in accomplishing projects throughout the state.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,652,635
Electrical System Repairs (FCA Identified)	$87,723
Water System Repairs (FCA Identified)	$591,071
Roofing System Repairs (FCA Identified)	$456,733
HVAC System Repairs (FCA Identified)	$5,268,021
White City Building Demolition	$240,000
10 Year Master Strategic Plan	$500,000
Project Management Position (C3268)	$242,112
Project Management Position (C1487)	$221,340
Project Management Position (C4051)	$205,951
Project Management Position (C4015)	$205,951
Project Management Position (C4005)	$205,951
Additional S&S for Project Management Positions	$190,312
Total	**$12,006,202**

B. Capital Renewal

Faithful and Gould (facility condition assessment)

The maintenance budgets for DOC facilities are generally insufficient to address the deterioration associated with 24-hour, 7-day per week institutions and related facilities that range from 10 years to 150 years in age. The various types of construction materials and systems used in older facilities compound the challenge of preserving the useful life of these assets. The Faithful and Gould assessment of 16 DOC facilities shows a need in excess of $208 million. DOC is requesting $29,940,691 million for Capital Renewal projects to address items in six categories noted on the Faithful and Gould Facility Condition Assessment.

Project Type	Cost
Building Envelope Repairs (FCA Identified)	$3,430,326
Electrical & Fire System Repairs (FCA Identified)	$1,615,394
Water System Repairs (FCA Identified)	$1,651,082
Roofing System Repairs (FCA Identified)	$12,762,087
HVAC (FCA Identified)	$5,019,150
Fire Systems (FCA Identified)	$650,788
Project Management – 7 Positions *	$5,462,652
TOTAL	**$29,940,691**

Limited Duration Staffing (facility condition assessment)

DOC does not have sufficient staffing to manage the projects associated with the Facility Condition Assessment. We are requesting a total of seven limited duration staff to support the management of these projects. The staff includes two Construction Project Managers, one Contract and Procurement Specialist, one Office Support and three Facility Operation Specialists. DOC is requesting additional limited duration staff.

*Limited Duration Position authority and funding for project management staff will be required for six years. The limited duration positions associated with Capital Construction projects are not entered into the Position Information Control System (PICS). These will be double-fills of existing positions during the projects.

C. Statewide Radio Replacement

Install complete P25 wireless communications systems at 10 corrections facilities. (P25 or APCO-25 is a suite of standards for digital mobile radio communications designed for use by public safety organizations in North America.) These systems will include all equipment and support structures (antenna, towers, and equipment shelters) necessary to provide turnkey operation. Equipment will be procured from State of Oregon contracts in place to support the State Radio Project. The new systems must be installed, commissioned and fully operational prior to deactivating and removing the existing systems. DOC is requesting one limited duration position (C2171) to perform contract oversight and administration for the project.

Reliable wireless communications systems are a critical element in ensuring our ability to protect life, maintain security and provide safety for staff and AICs. Not funding the replacement of obsolete wireless communications systems at the 10 locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, AICs, and the public.

LOCATION	DESIGN AND INSTALLATION COST
Two Rivers Correctional Institution	$2,185,700
Eastern Oregon Correctional Institution	$1,965,475
Oregon State Correctional Institution and Central Distribution Center	$2,922,190
Oregon State Penitentiary and Mill Creek Correctional Facility	$3,214,290
Santiam Correctional Institution and Oregon State Penitentiary Minimum	$2,103,360
Columbia River Correctional Institution	$803,605
Powder River Correctional Facility	$803,605
Project Management – 1 Positions *	$1,024,088
TOTAL	**$15,022,313**

*Limited duration position authority and funding for project management staff will be required for six years. The limited duration positions associated with Capital Construction projects are not entered into the PICS. These will be double-fills of existing positions during the projects.

D. Camera Systems Upgrades

If DOC receives the requested funding, additional cameras will be added at strategic locations that have a history of criminal activity and cannot be directly supervised by staff due to minimal staffing levels driven by budget shortfalls. Drug possession and distribution, gambling, assault, extortion, gang activities, arson, sexual activity, assault, and escapes are examples of some types of criminal activity that takes place in these unsupervised areas. With the necessary camera systems, staff will be able to monitor and supervise areas that would otherwise go unobserved. With this additional monitoring also comes an opportunity for staff to respond to and stop these types of activities, which prevents additional victimization of vulnerable AICs and assaults on staff. In addition to a better chance at prevention, staff will have the ability to review footage if a crime has been committed and hold the AICs accountable for their actions through a formal administrative review or criminal process, depending on severity of the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

Institution	Camera Equipment, Cable Infrastructure	Contracted Labor	Total
SCI	$105,000	$67,200	$172,200
SCCI	$386,265	$247,209	$633,474
SFFC	$201,996	$129,277	$331,273
OSCI	$150,000	$96,000	$246,000
MCCF	$95,000	$60,800	$155,800
DRCI	$125,000	$80,000	$205,000
CCCF	$400,854	$256,546	$657,400
CDC	$150,000	$96,000	$246,000
SRCI	$1,875,000	$1,200,000	$3,075,000
OSP	$1,775,000	$1,136,657	$2,911,657
TOTAL	**$5,264,115**	**$3,369,689**	**$8,633,804**

Quantifying Results

A. Deferred Maintenance

DOC will quantify results by tracking percent of variance of expended funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

B. Capital Renewal

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure. The annual projected expenditures are as follows:

Timeframe	Percent Projected Expenditures
July 1, 2017 to June 30, 2018	5
July 1, 2018 to June 30, 2019	15
July 1, 2019 to June 30, 2020	25
July 1, 2020 to June 30, 2021	25
July 1, 2021 to June 30, 2022	20
July 1, 2022 to June 30, 2023	10

C. Statewide Radio Replacement

DOC will quantify results by tracking total number of functioning hand held radios at each site compared to the actual need of hand held radios at each of the radio sites. Variance will be calculated on a quarterly basis and will be a DOC CORE Measure.

D. Camera Systems Upgrades

DOC will quantify results by tracking percent of variance of expended Capital Construction funds to projected expenditures. Variance will be calculated on a quarterly basis and will be a DOC CORE Process Measure. DOC will quantify the successful addition of cameras by tracking the percentage of incidents that can be successfully investigated using the additional video surveillance.

Agency Request Budget

Staffing Impact

Positions	0
FTE	0.00

Revenue Source

General Funds	$0

Other Funds	$53,596,808

2021-23 Fiscal Impact

The permanent positions and on-going costs will become part of the 2021-23 base budget. Start-up costs and one-time costs will be phased out as part of the 2021-23 budget development process. Other Fund Limitation approved for this project has a six year life but is always associated with the biennium in which it was approved. The limited duration positions would be phased out completely at the close of the project.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Corrections, Dept of
Pkg: 110 - Capital Renewal & Deferred Maintenance

Cross Reference Name: Capital Construction
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	-	-	53,596,808	-	-	-	53,596,808
Total Revenues	**-**	**-**	**$53,596,808**	**-**	**-**	**-**	**$53,596,808**
Capital Outlay							
Professional Services	-	-	1,024,088	-	-	-	1,024,088
Other Capital Outlay	-	-	52,572,720	-	-	-	52,572,720
Total Capital Outlay	**-**	**-**	**$53,596,808**	**-**	**-**	**-**	**$53,596,808**
Total Expenditures							
Total Expenditures	-	-	53,596,808	-	-	-	53,596,808
Total Expenditures	**-**	**-**	**$53,596,808**	**-**	**-**	**-**	**$53,596,808**
Ending Balance							
Ending Balance	-	-	-	-	-	-	-
Total Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Source	Fund	ORBITS Revenue Acct	2015-2017 Actual	2017-19 Legislatively Adopted	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Balanced	2019-21 Legislatively Adopted
General Obligation Bonds to finance construction projects and related staff, deferred maintenance projects and related staff, and other expenses	Other	0555	$14,108,775	$38,493,534	$38,493,534	**$130,246,808**	$0	$0
Interest Income	Other	0605	111,657	0	54,000	0	0	0

Facilities Maintenance and Management

Purpose
DOC manages and maintains 14 prisons and related facilities across the state. DOC currently owns 353 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 Administrative 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. 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.

The Department of Administrative Services (DAS) recently hired Faithful & Gould as a private consultant to conduct a statewide Facilities Condition Assessment. According to the assessment (using a 52 percent mark-up for soft costs of design and the security protocols for contractors doing work within our secure environment), DOC has a current need (through 2018) of $208 million in Capital Improvement and Renewal projects across the state in order to protect and preserve the state owned buildings and related infrastructure. This need will grow to $428 million by the end of 2028 due to additional Capital Renewal needs and escalation if funding is not received.

The 2017 Legislature approved funding for $26.3 million to address DOC's most critical projects and an additional $12 million to upgrade Infrastructure to support Voice Over Internet Protocol (VOIP) as part of a DAS mandatory services contract. 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 Option Package request.

The 2019-21 Agency Request Budget includes the following General Fund items:

- POP 110 – Capital Renewal, Radio Systems Camera Systems & Deferred Maintenance:
    - Deferred Maintenance $12,006,202 General Fund

- POP 119 – Fire Safety Systems
    - Staffing for Safety, OSHA and other regulatory requirements: $1,167,172 General Fund
    - Facilities Fire Safety Systems $4,120,223 General Fund

The amounts requested for Capital Renewal and Replacement would continue to address DOC's outstanding liabilities.
*Note: These projects would be completed over the next 6 years and would be financed by the sales of Bonds.

Facility Plan - Facilities /Summary Report 107BF02a
2019-21 Biennium

Agency Name **Department of Corrections**

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand?

DOC's facility drivers are largely related to the age of existing structures, and the fact that the built capacity of its institutions have been exceeded through the use of temporary and emergency beds – 880 as of March 1, 2018. Historic growth has taxed infrastructure while DOC has no General Fund deferred maintenance budget beyond a minimal Capital Improvement budget for smaller capitalized projects. DOC's facilities operate year-round and around-the-clock, with a population that tests the resilience and serviceability of our buildings and systems. The recent Facility Condition Assessment completed in 2015-16 has identified $441 million in project needs over the next ten years.

2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority)

The Department is working toward developing a 10 year plan that addresses building and infrastructure needs. Before we can definitively address the structural needs, we need to identify the changing physical and program needs of our adults in custody. The Departments Destination 2026 is working toward targeting population needs; specifically our aging geriatric population and the growing need to provide drug and alcohol services to our clientele. The Department plans to request money next biennium to develop a strategic 10 year plan, targeting these program needs.
The key facility related challenges include aging facilities, limited funding to address facilities renovation and renewal projects, with a significant back log of deferred maintenance liabilities for our agency over the next 10 years include:
• Multiple roofs throughout the state that are beyond their service life and needing replacement.
• HVAC equipment and control systems that are inefficient and beyond their recommended service life that need replacement and will require ongoing maintenance to meet energy goals established by the Governor's 10 year plan.
• Radio Systems at multiple locations that are outdated and need to be replaced due to equipment manufactures discontinuing parts support resulting in an inability to maintain the equipment in a reliable operating condition.
• Need for additional cameras at institutions statewide to provide added safety and security for our Adults in Custody as well as the staff that supervise them.
• Electrical distribution and security electronic systems that need upgrade and replacement
• Underground Piping system that are beyond their service life that need replacement

3. What do you need to meet these challenges?

The agency needs improvement and renewal funding reflective of the project needs identified in the recent Facility Condition Assessment, to include project and position funding to complete the recommended renovations and proactively manage any unforeseen failures due to the fragile condition of these critical systems. SB 1067 identifies a $51M allocaton for ODOC to make progress toward eliminating the deferred mainenance and capital renewal backlog. For 19-21, DOC is requesting a total of $31.3 million in Capital Renewal needs, $11.7 in Deferred Maintenance needs, $14 million to replace/upgrade the radio communication system, $8.6 million for upgraded and new camera systems and $75 million for a new public safety camput. This is a total ask of $140.7 million.

FACILITIES SUMMARY REPORT
2019-21 BIENNIUM

Facility Plan - Facility Summary Report 107BF16a
2019-21 Biennium

Agency Name Oregon Department of Corrections

Table A: Owned Assets Over $1M CRV		**FY 2018 DATA**					
Total Number of Facilities Over $1M		191					
Current Replacement Value $ (CRV)	1	$2,319,580,132	Source	4	FCA	Risk or FCA	
Total Gross Square Feet (GSF)		5,266,949					
Office/Administrative Usable Square Feet (USF)	2	4,213,559	*Estimate/Actual*	5	80	% USF/GSF	
Occupants Position Count (PC)	3	N/A	**Office/Admin USF/PC**	6	283	Operational/inmate USF	
			***or* Agency Measure**	7	14900	Inmate count/GSF	

Table B: Owned facilities under $1M CRV		
Number of Facilities Under $1M		163
CRV	1	$47,598,790
GSF		280,057

Table C: Leased Facilities							
Total Rentable SF	8	120736					EG. Dome building rent $1
Total 2019-2021Biennial Lease Cost		$ 943,443					
Additional 2017-2019 Costs for Lease Properties (O&M)	9	$ 136,683					
Office/Administrative Usable Square Feet (USF)	2	105000	*Estimate/Actual*	5	87%	% USF/GSF	
Occupants Position Count (PC)	3	585	**Office/Admin USF/PC**	6	179.5		

Definitions

CRV	1	Current Replacement Value Reported to Risk Management ***or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)***
USF	2	Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.
Occupant Postion Count (PC)	3	Total Legislatively Approved Budget (LAB) Position Count within the buildings or leases as applicable.
Source	4	Enter Source of CRV as "Risk" or "FCA"
Estimate/Actual	5	Use actual USF % of USF to GSF, if available. If not known, estimate the percentage.
Office/Administrative USF/PC	6	Divide your USF by your position count. If office/admin space is a less than 10% of your space use, fill in N/A and fill in #7, "Agency Measure".
Agency Measure	7	If not using USF/PC, insert Agency Measure as defined in 107BF02 question #1.
RSF	8	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
O&M	9	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

FACILITIES OPERATIONS AND MAINTENANCE REPORT

Facility Plan - Facility O&M/DM Report 107B16b
2019-21 Biennium

Agency Name | Oregon Department of Corrections

Facilities Operations and Maintenance (O&M) Budget excluding Capital Improvements and Deferred Maintenance

	1	2015-17 Actual	2017-19 LAB	2019-21 Budgeted	2021-23 Projected
Personal Services (PS) Operations and Maintenance		$38,289,188	$38,653,372	$44,814,677	$49,296,145
Services and Supplies (S&S) Operations and Maintenance		$11,902,726	$12,641,689	$15,968,189	$16,447,234
Utilities not included in PS and S$S above		$30,271,829	$35,637,457	$32,310,957	$33,280,286
Total O&M		$80,463,743	$86,932,518	$93,093,823	$99,023,665
O&M $/SF		14.51	15.67	16.78	17.85

Total O&M SF | $5,547,006 | Include only the SF for which your agency provides O&M funding.

	2	General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split Percentage %		**100%**			

Deferred Maintnenance Funding In Current Budget Model

Total Short and Long Term Deferred Maintenance Plan for Facilities Value Over $1M

	3	2019-21 Biennium Current Costs (2018)	2019-21 Biennium Ten Year Projection	Ongoing Budgeted (non POP) 2019-21 Budgeted SB 1067 (2% CRV min.)	Ongoing Budgeted (non POP) 2021-23 Projected SB 1067 (2% CRV min.)	SB 1067 Guidance Below
						If your allocation is <> 2%, replace with your value.
Priorities 1-3 - Currently, Potentially and Not Yet Critical	4,5,6	$208,525,519	$428,242,459	$65,450,495	$51,030,763	ODOC SB 1067 allocation is 2.2% @ $51,030,763
Priority 4 - Seismic & Natural Hazard	7	$0	$0			
Priority 5 - Modernization	8	$75,000,000				
Total Priority Need		$283,525,519	$428,242,459	$65,450,495	$51,030,763	(minus DM funding in current budget model)
Facility Condition Index (Priority 1-3 Needs/CRV)	9	11.977%	18.091%	9.212%	7.057%	

Assets Over $1M CRV | $2,367,178,927 | Current Replacement Value Reported to Risk ***or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)***

Process/Software for routine maintenance (O&M)	Benchmate CMMS software	Provide narrative
Process/Software for deferred maintenance/renewal	iPlan	Provide narrative
Process for funding facilities maintenance	POPs, LAB	Provide narrative

FACILITIES OPERATIONS AND MAINTENANCE REPORT

Definitions

Facilities Operations and Maintenance Budget	**1**	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.
O&M Estimated Fund Split Percentage %	**2**	Show the fund split by percentage of fund source allocated to facility O&M for your agency
Total Short and Long Term Maintenance and Deferred Maintenance Plan for Facilities Value Over $1M	**3**	All Maintenance excluding routine O&M costs. 19-21 and 21-23 auto-populates with 2% of the sum of your agency portfolio's CRV. Written to deliver on SB 1067: SECTION 9. (1) Each biennium, the Governor shall propose as part of the Governor's recommended budget an amount for deferred maintenance and capital improvements on existing state-owned buildings and infrastructure that is equivalent to at least two percent of the current replacement value of the state-owned buildings and infrastructure.
Priority One: Currently Critical	**4**	From the Budget Instruction: Priority One projects are conditions that require immediate action in order to address code and accessibility violations that affect life safety. Building envelope issues (roof, sides, windows and doors) that pose immediate safety concerns should be included in this category.
Priority Two: Potentially Critical	**5**	From the Budget Instruction: Priority Two projects are to be undertaken in the near future to maintain the integrity of the facility and accommodate current agency program requirements. Included are systems that are functioning improperly or at limited capacity, and if not addressed, will cause additional system deterioration and added repair costs. Also included are significant building envelope issues (roof, sides, windows and doors) that, if not addressed, will cause additional system deterioration and added repair costs.
Priority Three: Necessary - Not yet Critical	**6**	From the Budget Instructions: Priority Three projects could be undertaken in the near to mid-term future to maintain the integrity of a building and to address building systems, building components and site work that have eached or exceeded their useful life based on industry standards, but are still functioning in some capacity. These projects may require attention currently to avoid deterioration, potential downtime and consequently higher costs if corrective action is deferred.
Priority Four: Seismic and Natural Hazard Remediation	**7**	From the Budget Instructions: Priority Four projects improve seismic performance of buildings constructed prior to 1995 building code changes to protect occupants, minimize building damage and speed recovery after a major earthquake. Projects also include those that mitigate significant flood hazards.
Priority Five: Modernization	**8**	From the Budget Instructions: Priority Five projects are alterations or replacement of facilities solely to implement new or higher standards to accommodate new functions, significantly improve existing functionality as well as replacement of building components that typically last more than 50 years (such as the building structure or foundations). These standards include system and aesthetic upgrades which represent sensible improvements to the existing condition. These projects improve the overall usability and reduce long-term maintenance requirements. Given the significant nature of these projects, the work typically addresses deficiencies that do not conform to current codes, but are 'grandfathered' in their existing condition to the extent feasible.
Facility Condition Index	**9**	A calculated measure of facility condition relative to its current replacement value (expressed as a percentage)

ODOC Prioritization Matrix with Executive Team Scores - Updated June 21, 2018

Scored by ET: **June 19, 2018**

Voters (7): Brian Belleque, Craig Prins, Daryl Borello, Gail Levario, Heidi Steward, Mike Gower, and Steve Robbins (70% participation)
Absent (3): Colette Peters, Jeremiah Stromberg, and Jim Paul

Question	CRITERIA	WEIGHT	SCORING GUIDE	POP #	103		106B		106C		107A		107B		108		124D		110C		110D		116A-C		---	
				Project	1		2		3		4		5		6		7		8		9		10		11	
					Electronic Health Records (EHR)		Lifecycle Replacement PC (Hardware Refresh)		Microsoft Enterprise Agreement (EA Software Lifecycle)		Correctional Fundamental Systems Assessment		CIS Tool Upgrade (CIS-DOC400 Tool Upgrade)		Build DOC Intranet (Communications Portal)		Opioid Overdose Prevention (Body Scanners)		Capital Renewal & Deferred Maintenance (Radio Refresh)		Capital Renewal & Deferred Maintenance (Camera Replacement)		IT Staffing (Ongoing, Reclass positions, new)		Inmate Communication System (ICS)	
	TOTAL WEIGHTED PROJECT SCORE				147		114		129		147		147		108		75		147		147		123		183	
	Strategic Value				Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted	Raw	Weighted
1	**Required Service/Product-Business Alignment (are any of these are true?)** • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for industry	5	0: none are true 3: one is true 6: two or three are true 9: all are true		6	30	6	30	6	30	6	30	6	30	6	30	6	30	6	30	6	30	6	30	9	45
2	**Value to Customer** Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer		9	45	9	45	9	45	9	45	9	45	9	45	6	30	9	45	9	45	9	45	9	45
3	**Leverage Potential** Multiplier effect: • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential		9	27	3	9	3	9	9	27	9	27	6	18	0	0	9	27	9	27	6	18	6	18
	Risk																									
4	**Importance to Risk Mitigation** Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss .	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered		6	30	6	30	9	45	9	45	9	45	3	15	3	15	9	45	9	45	6	30	6	30
	Financial																									
5	**Return on Investment (ROI) / Cost Avoidance** Project ROI reduces cost in expenditures once a project becomes a program. Must have a way to measure ROI and the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium		3	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	45



Business Case for an

Electronic Health Records System

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Oregon Department of Corrections (ODOC),
Operations Division,
Health Services (HS) Administration Section

Date: 1/23/2017
EHR Business Case v1.1 FINAL
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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #			
AGENCY		DATE	
DIVISION		DAS CONTROL #	
AGENCY CONTACT		PHONE NUMBER	

The person signing this section is attesting to reviewing and approving the Business Case as proposed.

Agency Executive Sponsor	
(Name)	(Date)
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
(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

Purpose

The Oregon Department of Corrections (ODOC), Operations Division, Health Services (HS) Section is seeking endorsement of this Stage Gate 1 Business Case and the approval to continue into later stages (initiation, planning, execution, and monitoring) for a new electronic health records (EHR) system.

Scope and Problem Overview

ODOC, HS provides around-the-clock care to Oregon's adult-in-custody (AIC) population at 14 institutions across the State. This includes medical, dental, mental health, and pharmacy services, with visits to outside hospitals or to see specialty providers. To deliver this level of care, ODOC employs approximately 550 health care personnel and manages a number of agreements with health care organizations in communities throughout Oregon and surrounding states.[1] HS is headed by an administrative unit in Salem, which sets policy and long-term direction for operational units representing the health care program at each facility.

Toward ODOC's mission, vision, and core values, and in the most efficient and effective ways possible, the department has been dedicated to program and service delivery evaluations and assessments through audits, research, and key performance measures.[2,3] Over a decade, business and technical challenges/issues have been identified and documented based on the current paper/electronic health record system that supports the need for a new EHR solution to aid staff in doing their work as effectively, efficiently, and safely as possible. This includes HS, ITS, and operational support for transports, facilities, and scheduling. As recently as 2014, a report from the Correctional Health Care Costs Task Force (Senate Bill 843-2013) included the "use of an electronic health records system" as a primary recommendation to the State's Ways & Means Subcommittee on Public Safety.[4] Noted issues in this Business Case include the following areas of concern:

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- **Continuity of Care – Intake, Ongoing, Reentry**
  Staff work with a system of paper-based patient health records and paper-driven workflows supported by increasingly outdated technology platforms, non-integrated applications, and "workaround" solutions. This paper-laden system does not provide easy access to, sharing of, or archiving of health care information. Staff lack modern tools designed to assist patients during the different phases of AIC intake (into ODOC), custody (within ODOC), and release/reentry (out of ODOC). Files must also physically follow patients and remain archived for many years.

- **Measurement – Evidence-Based Decision Making, Performance Indicators and Compliance**
  Measuring the quality of health care with meaningful data is important because it informs stakeholders on how the health system is performing and leads to improved operations and care. Due to the difficulty of analyzing and reporting, measuring standards of care and progress toward governing initiatives, such as Correctional Outcomes through Research and Engagement (CORE) and legislative key performance measures (KPMs) is challenging. HIPAA is a keystone regulatory driver that is not easily managed in part

[1] ODOC, "Health Services." Link
[2] ODOC, "About Us - Mission, Vision, Core Values." Link
[3] ODOC Strategic Plan 2009-11. Link
[4] This recommendation from the Correctional Health Care Costs Task Force to the Ways & Means Subcommittee on Public Safety came after the Task Force reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact." ODOC, 2013 -15 Current Legislatively Approved Budget, "Health_services_arb_15-17.pdf," 36 Link.

due to the current paper/electronic based system. In addition, and alignment with health measurement analytics in Oregon is also an ongoing effort.[5]

- **Information Technology – Non-Centralized Data Management Compounded by Technical Debt** ODOC loses efficiencies and data quality by reporting from information inconsistently tracked and stored outside of a centrally managed system of record. The longer ODOC operates with a paper/electronic based system surrounded by manual processes and supplemental systems ("workarounds"), the more custom development will accrue, making further changes harder in the future (technical debt). Other long-term problems include: ongoing alignment with Oregon Information Resources Enterprise Information Resource Management Strategy; DAS Enterprise Technology Services Strategic Plan; and, more recently, the new Executive Order, Unifying Cyber Security in Oregon, in which State agencies must carry out new actions to unify IT security functions.[6,7,8]

Analysis of Alternative Approaches

In pursuit of an EHR solution that will address the areas of concern facing ODOC HS—after a thorough business needs analysis and technical assessment of problems and opportunities—this analysis focused on the five different types of approaches that an EHR procurement and implementation could take:

- **Alternative 0:** The Status Quo, or "Do Nothing," approach means ODOC HS continues to operate with existing processes and systems.
- **Alternative 1:** Procuring and implementing an on-premises COTS EHR would entail the acquisition of a preexisting EHR product implemented and configured within the State Data Center (SDC)
- **Alternative 2:** Procuring and implementing a SaaS EHR would entail the acquisition of a pre-existing EHR product that would be implemented and hosted by the product vendor or some certified / approved affiliate other than SDC.
- **Alternative 3:** Contracting of a vendor to develop a custom EHR would entail a comprehensive and intensive effort spanning the full system development lifecycle, the result of which would be an application built from the ground up.
- **Alternative 4:** Fundamentally replacing the authoritative health record format, a paper file system with a digital file format and the technology to support a paperless clinical setting. This approach would involve integrating different technology components to address business needs.

Selection Criteria Summary

To understand how well each alternative would satisfy the needs of HS, selection criteria were identified, weighted, and benchmarked against the options. The findings are summarized in the table below.

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[5] Collaborative for Health Information Technology (CHITO), "Aligning Health Measurement in Oregon: A CHITO Whitepaper to Advance Measurement and Metrics that Work" (March 24, 2016). Link
[6] Department of Administrative Services, "Enterprise Technology Services Strategic Plan – 2015 Update," ETS Roadmap for 2012–2016. Link
[7] Oregon Information Resources, "Enterprise Information Resource Management Strategy 2015-2020," V1.0 (February 1, 2015). Link
[8] Executive Order No. 16-13, "Unifying Cybersecurity in Oregon" (September 1, 2016). Link

Table 1. Selection Criteria Ranking by Alternative and Weight

ID	Criteria	Status Quo - Do Nothing	On-Premises COTS EHR	SaaS EHR	Custom EHR	Document Imaging System	Weight
1	Continuity of Care	1	3	3	3	2	4.00
2	Measurements	1	3	3	3	2	4.00
3	Evidence Based Decision Making	1	3	3	3	2	3.33
4	Data Management	1	3	3	3	2	4.67
5	Compliance with Regulations	1	3	3	3	2	4.17
6	Availability	2	2	3	2	2	5.00
7	Reliability	2	2	2	2	2	4.83
8	Usability	2	3	3	3	2	4.50
9	Application Flexibility	1	2	2	3	2	3.50
10	Compatibility	2	2	2	3	2	3.50
11	Maintainability	2	2	3	1	2	3.83
12	Initial Capital Cost	3	2	2	1	3	2.50
13	Cost to Maintain	1	2	2	2	2	2.67
14	Time to Deliver	3	3	3	1	3	2.33
15	Implementation Disruption	3	2	2	1	2	3.83
	Initial Score	**26**	**37**	**39**	**34**	**32**	
	Weighted Score	***98***	***142***	***151***	***135***	***119***	

Rating Legend

1	Does not satisfy
2	Partially satisfies
3	Substantially satisfies

Initial Score Legend

15 = Lowest Possible Score

45 = Highest Possible Score

Weighted Score Legend

59 = Lowest Possible Score

174 = Highest Possible Score

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Alternatives Rankings

Whether using the initial or weighted score, the relative rank of each alternative is the same (see table below). For more details, along with corresponding findings and detailed analysis of each alternative approach, including how the scores and ranks were determined, please see the *Alternatives Analysis* section below.

Table 2. Alternatives Rankings by Weighted Score

Alternative	Description	Weighted Score	Relative Rank
Alternative 0	Status Quo	98	5th
Alternative 1	***Procure and implement an on-premises EHR***	***142***	***2nd***
Alternative 2	***Procure and implement a SaaS EHR***	***151***	***1st***
Alternative 3	Contract a vendor to develop a custom EHR	135	3rd
Alternative 4	Procure and implement a document imaging system	119	4th

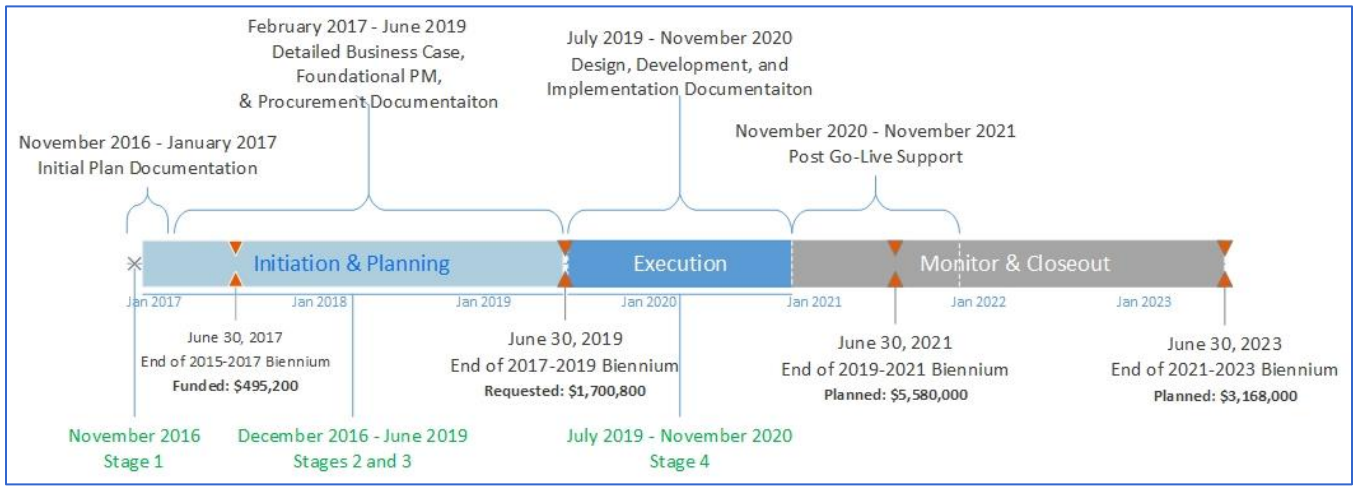
Conclusions and Recommendations

The root cause of many HS issues is that the medical record is an antiquated paper-based system. A centralized electronic-based health record would significantly improve efficiencies within HS and directly address many of the issues tied to the problem areas. Based on this fact, and after thorough analysis and careful consideration of the alternative EHR approaches available, this Stage Gate 1 analysis found that an on-premises COTS or SaaS-based EHR would effectively meet the mission-critical business and technical needs of ODOC HS. Outside of how the EHR is hosted (on premises or SaaS), the two options are within such a close margin from one another that it is recommended both hosting options are explored in greater detail Stage Gate 2, with preference given to vendors who can provide a "true" SaaS option when all else is equal. For more discussion on this topic, see *Conclusions and Recommendations* section below.

High Level Project Plan

Below is a high-level project plan that outlines the scheduling and phases required to see an on-premises COTS or SaaS-based EHR solution out of the concept phase (current) and into initiation and planning, execution, monitoring, and closeout phases. The timeline below illustrates work between Nov-2016 and Jul-2023:

Figure 1. High-Level Project Plan for On-Premises COTS/SaaS-Based EHR Solution



See the *High-Level Project Plan* section, as well as *Appendix E: High-Level Project Plan* for a more detailed discussion of the schedule, budget, and related high-level tasks.

Budget

The Alternative Analysis revealed the TCO for an on-premises COTS system to be roughly $13.8 million over a 10-year period, or roughly $10.95 million between November 1, 2016 and June 30, 2023. Focusing on the timeline and four phases outlined in the previous sections, HS anticipates and plans for the following costs through June 30, 2023 (see *Appendix C: Financial Analysis* for more details):[9]

[9] The estimates for EHR were loosely benchmarked against already funded and requested funds as well as anticipated costs beyond the 2017-2019 biennium. The costs are an approximation and will be updated as the project proceeds past concept. Policy option packages for General Fund dollars are expected to fund the project through June 30, 2023.

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Table 3. HIGH-LEVEL TIMELINE BY PHASE, BIENNIUM, TASK, COST

Phase	Biennium	Description	Total
Concept	2015-2017 (Funded)	• Business Case – High Level ($89,000) • PM / BA through June 30, 2017 ($316,200) • HIPAA Evaluation ($90,000)	$495,200
Initiation & Planning	2017-2019 (Requested)	• PM / BA / QC Services ($1,666,880) • Other ($33,920)	$1,700,800
Execution	2019-2021 (Planned)	• Software Purchase / Subscription ($3,500,000) • PM / BA / QC Services ($1,500,000) • Hardware Purchase / Upgrade ($580,000)[10]	$5,580,000
Monitor & Closeout[11]	2021-2023 (Planned)	• PM / BA / QC Services ($768,000) • Software Licensing ($2,000,000) • Hosting ($400,000)	$3,168,000
Total			**$10,944,000**

Risks

Utilizing the DAS project risk model, implementation of an on-premises COTS or SaaS-based EHR solution within a correctional setting is anticipated to be of medium risk with a risk score of 60. The impact of risks associated to the procurement and implementation of an EHR solution will require close monitoring. Risks to the EHR project include areas of funding, workforce culture/training, user adoption, networking, devices, interdepartmental collaboration, external dependencies, etc. Because of this, HS plans to provision a risk log to identify and mitigate any issues. See *Appendix D: Risk Assessment* for more details.

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Benefits

Given the business and technical problems briefly described above (covered in much greater detail in the *Current State* and *Problem and Opportunity Definition* sections below), a successful EHR solution would address many of the issues that staff currently face.

- Information on a patient's health would be better communicated/shared among appropriate health services staff and contractors within the ODOC, including the outside health community. With an EHR system, medical information could be more easily tracked and leveraged during the period of custody and the medical transition upon release. This supports such statewide strategic initiatives as those laid out by the Governor's Mental Health Task Force, which focuses on effectively managing the mentally ill once they enter the corrections system, as well as the Governor's Reentry Council (GREC), which looks for ways to reduce barriers around the continuity of physical and mental health care. [12,13,14]

[10] Regardless of how the EHR solution is hosted, ODOC HS anticipates that over the course of the project, one PC will need upgraded/purchased for every member of HS. Although these upgrades may occur through normal PC lifecycle management, the $580,000 referenced here has been included in the event standard PC's and their configuration is not compatible with the chosen EHR product.
[11] Software licensing and hosting fees have used a pessimistic estimate of $1.2 million per year for budgeting purposes.
[12] ODOC, "Managing Mental Illness in Prison Task Force: Findings and Recommendation October 2004," 23. Link
[13] ODOC Offender Management & Rehabilitation, "Governor's Reentry Council (GREC)," Executive Order 07-05 (accessed October 16, 2016). Link
[14] According to the Oregon Criminal Justice Commission, reducing the recidivism rate by 1% avoids $4.3 million in annual victim and taxpayer costs due to crime. Colette S. Peters, "Managing the Mentally Ill in Oregon's Prisons," ODOC/OHSU Psychiatry Grand Rounds. Link

- An EHR solution would provide staff with modern tools to help them quickly and efficiently search for and share sensitive health record data/information and better leverage a patient's medical history when making medical decisions.
- Not only would overall data quality, security, sharing, and access be enhanced, but a mature EHR would reduce inefficiencies and costs associated with developing and maintaining numerous disparate systems and applications used to "workaround" the deficiencies of the current paper based health records.
- An EHR would better equip ODOC to comply with regulations such as HIPAA security and privacy rules while achieving the governing initiatives of CORE and other KPMs with an improved ability to measure progress and outcomes

Consequences of the Failure to Act

While there are clear risks associated with procuring and implementing an EHR system, the risk of inaction—choosing the status quo—poses the continuation of persisting business and technical problems hindering the ability to provide patient healthcare.

Instead of improving overall data quality, security, and sharing of health care decisions, paper file folders will continue to accumulate, creating more operational challenges with storage and/or facing the risk of a potential confidentiality breach. Furthermore, the timely accessibility to health records data will continue to pose issues, as an estimated $3 million per year is spent on activities associated with locating and moving paper health records. This is not to mention the day-to-day physical and scheduling strains associated with the paper file folders themselves, which an EHR solution could address and make efficient.

Without providing HS staff and administrators more modern digital toolsets designed to help share and leverage patient medical history, staff will continue to resort to manual processes and supplemental technology systems as "workarounds" due to the deficiencies of the current paper/electronic patchwork system(s). This business process avoids the seamless integration of patient- and evidence-based information making accurate, precise, compliant and meaningful measurement reporting (e.g., CORE, KPMs, and other performance initiatives) more difficult. ODOC health care grievances will also be more difficult to track and respond too. Choosing not to modernize business processes and systems, ODOC will miss an opportunity to advance technologically to what would be considered acceptable national healthcare standards and fall further behind Federal, State Executive Orders, DAS, OSCIO, other governing agencies, and national health systems.

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Finally, not acting does not only affect internal efforts; it limits the potential participation and streamlining of services/partnerships with outside parties who have a stake in the quality of ODOC health services, e.g., hospitals, doctors, critical care facilities, and other ODOC partners. With limited participation and exchange of information, the continuity of care provided to patients is limited, making it more difficult for ODOC to achieve its mission to provide the highest level of public safety possible and reducing the risk of future criminal behavior.

Purpose and Background

PURPOSE

The Oregon Department of Corrections (ODOC), Operations Division, Health Services (HS) Section is seeking endorsement of this Stage Gate 1 Business Case and the approval to continue into later stages (initiation, planning, execution, and monitoring) for a new electronic health records (EHR) system.

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This Stage Gate 1 Business Case explores the alternative approaches to EHR procurement and implementation in support of the Detailed Business Case of Stage Gate 2.

BACKGROUND

Since the 1970s, the Federal courts have interpreted and applied the Eight Amendment to require states to provide medical care (medical, mental, health, dental).[19] In Oregon the right for health care falls under ORS 423.020 (24) and are outlined in OAR 291-124 outlining "Health Services" rules.[20,21]

Today, state corrections agencies throughout the country are struggling to manage increasing populations and associated health care issues while maintaining a level of service that meets legal requirements, and Oregon is no exception.[22] As noted by the Governor's Reentry Council (GREC), over the past several years Oregon has seen

[15] ODOC, "Health Services." Link
[16] ODOC, "About Us - Mission, Vision, Core Values." Link
[17] ODOC Strategic Plan 2009-11. Link
[18] This recommendation from the Correctional Health Care Costs Task Force to the Ways & Means Subcommittee on Public Safety came after the Task Force reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact." ODOC, 2013 -15 Current Legislatively Approved Budget, "Health_services_arb_15-17.pdf," 36 Link.
[19] Eighth Amendment to the U.S. Constitution, and Article I, Section 16 of the Oregon Constitution. Link
[20] Secretary of State, OAR 291-124, "Department of Corrections, Division 124, Health Services (Inmate)" (September 15, 2016). Link
[21] ORS 423.020 (24)," Corrections and Crime Control Administration and Programs." Link
[22] Oregon Workgroup on Corrections Health Care Costs, "Report to the Interim Committee of the Legislative Assembly" (February 4, 2014), 5. Link

a sharp growth in the AIC population.[23] According to the Prison Inmate Forecast created by the Department of Administration, Office of Economic Analysis, the number of individuals housed in Oregon's institutions (14,636 in April) is expected to grow to 15,319 by March 2026, a growth rate of 4.7 percent (Oregon's total population is expected to grow 12.2 percent over the same time).[24] The cost of incarceration alone is approximately $100,500 per adult for an average custody of 39 months.[25]

Add to increasing population numbers that on a national level, adults entering custody are unhealthy, many on average 10 years beyond their chronological age or in need of geriatric care, and health care services needs becomes more apparent.[26] In Oregon, it was found that between 1995 and 2010 alone, the number of State and Federal adults in custody age 55 or older increased by 330 percent, outpacing the national average of 282 percent. Between 2006 and 2012, the diagnosis of chronic medical illnesses and mental illness (hepatitis C, HIV/AIDS, diabetes, respiratory, and cardiovascular) saw an increase in every category, with cardiovascular disease increasing by 24 percent.[27] This represents thousands of patients in the AIC population.

With such increases comes the need for increased efficiency in delivering health services.

EHR Procurement History at ODOC

The effort to integrate and modernize the ODOC health care technology platform is a well-documented effort dating as far back as the 1990s, when ODOC first actively engaged in automation efforts, but it was not until the early 2000s that the idea for an integrated EHR system began maturing.

- **October 2004:** The Task Force on Managing Mental Illness in Prisons presented its findings and recommendations on electronic medical records (EMR) to ODOC, determining that:

  "Standardized information technology should be available to all staff, throughout the Department of Corrections. Including automated treatment and behavior plans, computer access for officers on every tier…electronic medical records, access to transfer information, and automated tracking of medication compliance. Standardized access to, and maintenance of, behavior and treatment plans would provide security staff with pertinent information when needed."[28]

- **May 2005:** ODOC initiated the "M-Track Electronic Medical Record Health Services Automation Project," which consisted of a business needs, technical assessment, requirements definition and gap analysis of ODOC with respect to a software platform that tracked and automated electronic medical records.

- **September 2009:** The industry has moved from a medical record focus (EMR) onto broader all-encompassing patient health records EHR. ODOC released a request for information (RFI) for Electronic Health Records Systems to obtain information on how various EHR system solutions might meet the business needs of ODOC requirements.

[23] ODOC Offender Management & Rehabilitation, "Governor's Reentry Council (GREC)," Executive Order 07-05 (accessed October 16, 2016). Link
[24] DAS, Office of Economic Analysis, "Oregon Corrections Population Forecast" (April 16, 2016), 8. Link
[25] See above note on "ODOC Offender Management & Rehabilitation, GREC" (October 16, 2016) Link
[26] Workgroup on Corrections Health Care Costs, "Report to the Interim Committee of the Legislative Assembly" (February 4, 2014), 5. Link
[27] Ibid.
[28] ODOC, "Managing Mental Illness in Prison Task Force: Findings and Recommendation October 2004," 23. Link

- **January 2011:** A business requirements document was created for an EHR system by a selected third-party vendor. The 2011 effort moved to contract execution for implementation; however, the contract was cancelled.[29]
- **June 2013:** During the 77th Oregon Legislative Session, Senate Bill 843 was passed and signed into law creating the Work Group on Corrections Health Care Costs. In December 2014, the group concluded its evaluation of the ODOC health care system expenditures and efficiencies. One of the Workgroup's major recommendations was for ODOC to purchase and implement an EHR system to improve clinical operations and increase operational efficiency, and the agency requested and received funding for initial start-up costs. This funding request was carried forward in the Governor's Balanced Budget, which was released December 2014.[30]
- **January 2015:** An agency-wide Readiness Assessment Report was provided by a third-party vendor for the implementation of a Commercial-Off-The-Shelf (COTS) EHR. The readiness assessment was the culmination of a three phase project plan to prepare ODOC for implementation of a SaaS EHR system.
- **June 2015:** ODOC published its "Business Case for an Electronic Health Records." However, the project did not move out of the business-case stage.
- **July 2015:** ODOC appointed a new Health Services Administrator with experience implementing and administrating EHR systems.
- **January 2016:** ODOC released another request for proposals seeking a team of Business Systems Analysts to completely redevelop the Business Case analysis packet for the HS Steering Committee and ultimate DAS approval.
- **March 2016:** ODOC hired a new Chief Information Officer, with experience implementing and administrating EHR systems.
- **December 2016:** This Stage Gate 1 Business Case and supporting documentation is the result of a comprehensive, months-long effort to reappraise the case for an EHR that began last spring.

To support the development of this Business Case, an EHR steering committee was formed and stakeholders were identified to involve ample feedback, participation, and project governance during the creation of documentation. (For more details, see *Appendix F: Project Stakeholders and Steering Committee* to see a list of stakeholder groups and review the steering committee charter.)

CURRENT STATE

With the current use of an increasingly outdated, paper/electronic patchwork of disparate applications and processes, staff struggle to effectively and efficiently improve constitutionally mandated health care services to the AIC population throughout the State of Oregon. Furthermore, the technology gap is widening between ODOC and outside health organizations.

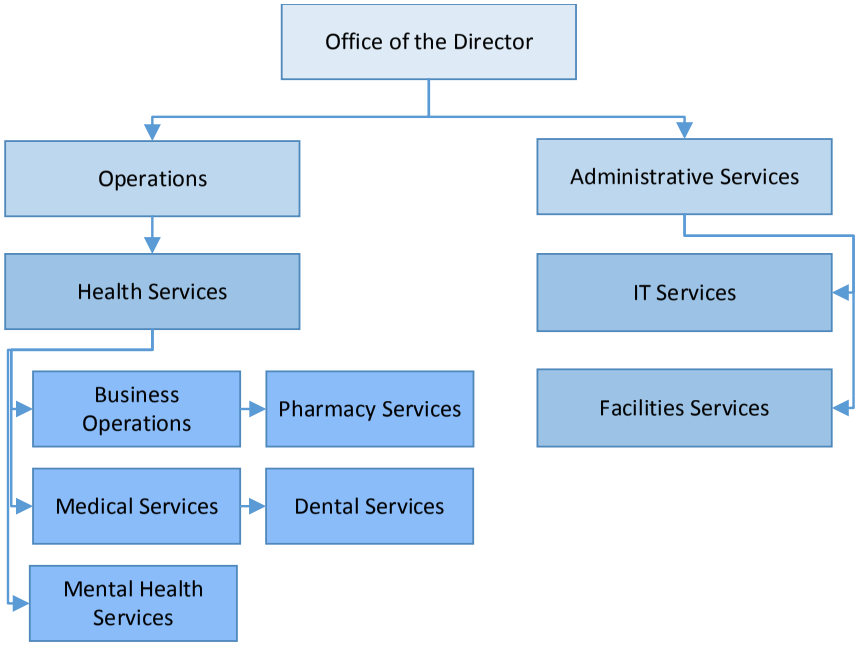
Fundamental to understanding HS's current business need and functional/nonfunctional requirements for an EHR solution must be the consideration and assessment of organizational business and technical needs from a current-state perspective, which informs and drives appropriate technology decisions. The following section

[29] Bryan Denson, "'Black hole' in Oregon prisons: Piles of paper medical files mean risks and delays," *The Oregonian*. Link
[30] SB 843 Workgroup. "Workgroup on Corrections Health Care Costs, Report to the Interim Committee of the Legislative Assembly" (December 31, 2014) 7–8. Link

highlights some of the crucial business process workflows and technical capabilities taken into consideration while reviewing the necessary criteria for a future EHR solution.

To understand ODOC's HS-related business workflows and requirements, the current-state assessment focused on Health Services and Administrative Services (Information Technology and Facilities Services), see organizational chart below.[31]

Figure 2. Health Services, IT Services, and Facilities Services Organizational Chart



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Health Services

Per Oregon Administrative Rules, HS is responsible for health care delivery to patients from the AIC that includes: health care and treatment, facilities and equipment for provision of health care, health evaluation and screening, emergency services, health education, transfers, travel, release arrangements, communicable disease control, and management of pharmaceuticals—all of them connected to patients' health care records.[32]

To accomplish its mission to care for patients from the AIC, HS is comprised of an administrative unit in Salem, Oregon, and a series of operational units representing the health care program at the 14 institutions. HS employs approximately 550 health care personnel and manages a number of contracts for specialized services, such as lab testing and coronary care specialists.[33,34] The health care program at each of the correctional

[31] ODOC's online organizational charts: "Operations Division – Health Services" (September 1, 2016), Link; and "Central Administration Organizational Chart" (September 15, 2016), Link.
[32] Secretary of State, OAR 291-124, "Department of Corrections, Division 124, Health Services (Inmate)" (September 15, 2016). Link
[33] According to the Governor's Reentry Council, "The cost of incarceration alone is approximately $100,500 per inmate for an average custody of 39 months." ODOC Offender Management & Rehabilitation, "Governor's Reentry Council (GREC)," GREC Home (accessed October 16, 2016). Link
[34] To provide AIC health care the for 17-19 biennium, HS requested $276,765,267 from the Oregon Legislature. ODOC, "Summary of 2017-19 Biennium Budget," Agency Request Budget, 312. Link

institutions operated by the department is responsible for delivering health care to patients consistent with policy established by the section administration:

- HS delivers AIC health care through clinics and infirmaries.
- The dental program is charged with taking care of AIC dental needs.
- In addition to general medical services, HS offers behavioral health services (BHS), which provides varying levels of mental health management and treatment (it is also worth noting that HS is the largest Oregon mental health provider).[35]
- Supporting the medical, dental and BHS services are pharmaceutical services providing medications, radiology services for x-ray needs, and medical records to manage patient records.
- If necessary, based on the severity of patients' conditions, services occasionally occur away from institutions at outside hospitals or specialty providers.
- It should be noted, too, that health care delivery in the corrections setting is unlike most health care systems due to the necessary security requirements. Operationally, each of the 14 institutions can run in isolation from the other ODOC facilities for a number of days or weeks. This capability is critical to ensure safety of personnel, community, and AIC.

For extensive organizational details on the HS workflows—from intake and transfer to dental and BHS services—as well as more on staff and facilities, see *Appendix A: Business Needs and Technical Assessment*.

Health Encounters

When a patient from the AIC population at any of the institutions seeks help from a health care provider, such as a nurse, physician or nurse practitioner, it is described as an "encounter."

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The table below breaks down the large amount of monthly encounters summarized by location type with averages per month. General population is the most typical encounter type. Special housing can mean behavioral health units, death row, and infirmaries, requiring physically transporting paper charts to the patient location.

Table 4. Health Encounters by Nurse and Provider

Encounter Type	Number of Nurse Encounters	Provider Encounters
General Population-Direct	32,743	4,532
Special Housing-Direct	3,925	231
General Population-Indirect	16,731	2,747
Special Housing-Indirect	12,082	2,051
Total Monthly Encounters	**65,481**	**9,561**

Patient Health Record

The number of encounters is important, because all encounters between health care workers and AIC patients must be documented in the individual patient's health record, the authoritative source for patient health

[35] ODOC Budget Narrative, "Behavioral Health Services," 683. Link

information. The health record must be physically available during the encounter.[36] HS health care workers rely upon the patient health record for much, not only to support clinical encounters, but also non-clinical encounters, evidence-based decision making, scheduling, administrative decisions, data measurement, progress assessment, and compliance.

Across the 14 institutions, file folder contents include more than 165 paper-based forms used to develop health record content, e.g., evaluations and assessments, charts, flowsheets, notifications, community (outside institution) health care inpatient and appointment data, and many more various forms. Contents also encompass administrative information used to communicate, invoice, and manage health services that can be considered health record set content.[37]

Managing the thousands of health record file folders needed for encounters is a monumental task. Nurses directly encountered patients face to face 36,668 times per month on average over the past year (June 2015–2016). This number does not include indirect interactions with patient charts 28,813 times per month (charting, kytes, etc.).[38] Moreover, there were 4,763 primary care encounters per month over the same period, carried out by physicians, nurse practitioners, and physician's assistants, with an average of 4,798 provider chart reviews.[39]

Staff wellness is also impacted by the burden of physically moving stacks of charts from location to location, and by the added stress associated with searching for/through the paper charts. A single chart documenting the complete medical history of a high-needs AIC patient can take up a large amount of space, in one case almost 4 feet of shelf space.[40] For a more detailed matrix on the problems this causes staff, see the *Issues and Opportunities* section in *Appendix A: Business Needs and Technical Assessment*.

Information Technology and Business Systems

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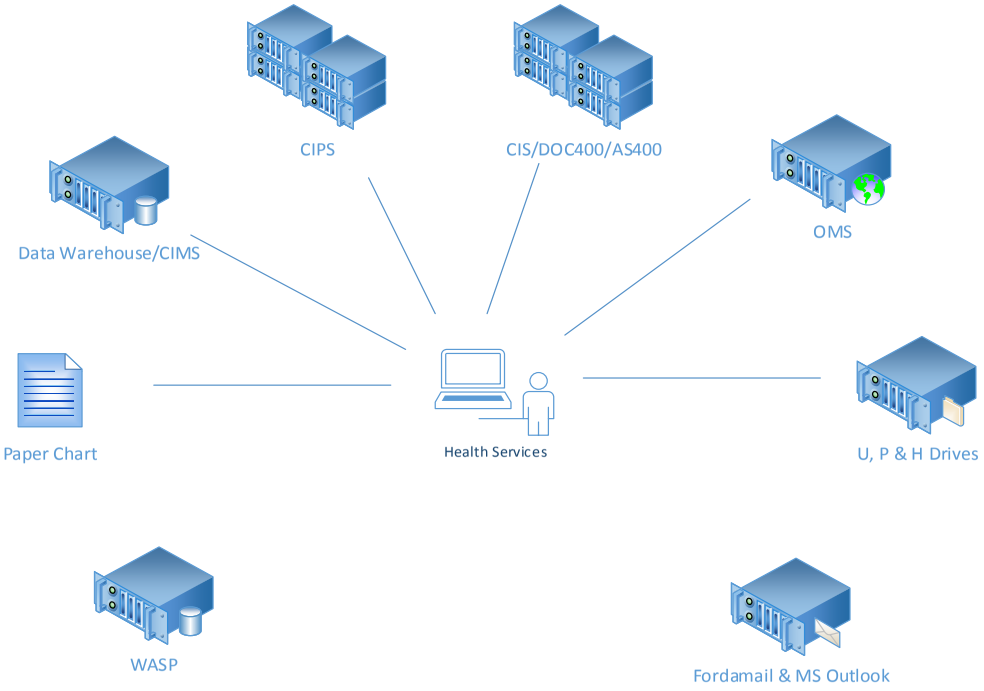
Pursuing a digital health records solution is not a new concept for ODOC. In 1988, ODOC implemented a pre-web electronic capability to augment the paper-based health care system at individual institutions. In the 1990s, the first data networks allowed connectivity among institutions and consolidation of the previously disparate institutional systems ("data silos"), increasing operational efficiency.[41] Eventually, network connectivity among institutions was updated to fiber-optic lines; however, the central computer technology was not updated at this time. Recognizing the importance of information security, the ISO group was formed in early 2014 with the responsibility of ensuring compliance with information standards, policies, and rules. The ITS Information Security Officer also works closely with the Enterprise Security Office (ESO) within the OSCIO.

Today, HS use a wide variety of business systems spread across different platforms during day-to-day operations when providing health care to patients. In many cases, these applications are disparate or limited in the information they can track, creating the need for users to work off multiple systems and applications at once. The following diagram illustrates the ITS-managed key systems and data stores currently in use by HS.

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[36] Note that not all encounters include clinical decisions. Source: ODOC, Health Services Section Policy and Procedure #P-H-01, "Health Record Format and Contents." Link
[37] Ibid.
[38] "Inmate Communication Form: An official Department of Corrections form (CD 214) commonly referred to as a "kyte or kite." The form is designed for inmate use in communicating with employees, volunteers, or contractors and allows employees, volunteers, or contractors to respond in writing, when appropriate, to the inmate. Link
[39] ODOC, "2015-2016 Stat Summary.xls." Data were for months July 2015–2016.
[40] Brian Denson, "'Black hole' in Oregon prisons: Piles of paper medical files mean risks and delays," Oregonian/Oregon Live (August 11, 2014). Link
[41] "An information silo is an insular management system incapable of reciprocal operation with other, related information systems." Link

Figure 3. HEALTH SERVICES BUSINESS SYSTEMS



Paper Chart

The chart (patient health record), although not an electronic-based document, is the system of record for patient health information within ODOC. To maintain this health file for patients, paper printouts or forms are generated from the electronic systems identified below and then placed within the file folder itself.

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Auxiliary Files on U, P, and H Drives

ODOC file networks are organized universally (U drive) and specific to each institution (P drive), and each staff person has a personal directory on a network location (H drive). It was found that business needs are increasingly being dealt with by end-user developed and maintained applications and files. Many staff, for example, rely on customized Microsoft Office products Excel (optical, dental, infirmary, etc.), Word (paper health record/chart), and Access (scheduling, x-rays, etc.) to do their work, and customized applications and data silos store health record and related data across disparate data stores at many different locations. The majority of the information tracked with these axillary files is related to provider scheduling, patient appointments, follow up treatments, lab and/or image orders, and statistical analysis, and this makes tracking and identifying each and every file used by HS challenging. Several well-known HS customized and maintained applications are outlined in the *Supplemental IT Information* section in *Appendix A: Business Needs and Technical Assessment*.

Correctional Information System (CIS)

CIS, also referred to as the AS400 or DOC400, is a computer system that has information about offenders in custody and on probation, parole, and post-custody supervision. CIS itself is an in-house application hosted on the mid-range using non-graphical "green screens." The system started in 1988 when IBM first installed the mid-range application server.[42] The programs and applications that live within the mid-range are programmed using

[42] The hardware and OS running are newest version available.

COBOL by ITS developers and uses a DB2 database on the backend. Enterprise Technology Services (ETS) host the mid-range server at the State Data Center (SDC). Key applications to HS include:

- **Inmate Health Plan (IHP):** Used for scheduling patients, identifying time, location, and purpose.
- **Health Status Program (HSP):** General BHS, medical, and dental information about patients. The program provides some HIPAA sensitive information used for patient safety.
- **Counseling and Treatment Services (CTS):** Used by BHS to track mental health diagnosis and severity levels, active and historical treatment information, and case manager assignments.

Offender Management System (OMS)

OMS is an almost eight-year-old web-based Oracle Java application developed by ITS and hosted by ETS on a Tomcat server located at the SDC. There are a wide variety of applications/functions that are part of the OMS. Although the backend of OMS is primarily an Oracle-based database, OMS itself draws from DB2 and SQL Server databases.

Correctional Institution Pharmacy System (CIPS)

CIPS is commercial off the shelf (COTS) client-side server application with the capability of providing digital pharmacy records. CIPS has been customized to meet ODOC needs. The application itself is windows based with a SQL Server backend hosted at the SDC by ETS. Since CIPS implementation, medical errors have been reduced, DEA regulations have been met, and mistakes from interpreting handwritten requests reduced.

Data Warehouse / CMIS

A proprietary data warehouse was developed by Research unit (previously part of ITS) using SAS software. The data warehouse pulls in information from numerous data sources and the Oracle database used by the OMS.

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Networking, Infrastructure, and Facilities Services

Common across all networks is that the Communications Infrastructure unit of Facilities Services manages network closets and general infrastructure (cabling /backbone, electrical, etc.) within the facilities.[43] The current statewide network provides a consolidated fiber-optic-based network capable of supporting an electronic based health record system. (In fact, the network and fiber installation itself was implemented with the primary purpose of supporting an EHR within ODOC.) Of the four existing ODOC networks on the statewide fiber network, the Administrative network would be used when implementing an electronic based health record. [44]

Also of note is that it is critical all institution networks operate as self-contained islands for safety and security issues. If and when a network goes down, it must continue operations. For this reason, certain institutions have different server and network configurations, particularly remote institutions on the east side of the State. Updates and upgrades to the network and infrastructure can also prove challenging due to the nature of institutional construction and limited space. The networks within institutions are constantly being upgraded. Upgrades are prompted by known and scheduled replacements, expansion of facilities, or new technologies.

[43] Patch cabling within the closets are color coordinated to identify the three different networks.
[44] Should an EHR be implemented within ODOC, the infrastructure would need to be re-evaluated prior to the implementation due to the fact the infrastructure is under constant upgrades. As an example, although the fiber lines outlined may have bandwidth capability of 150Mb, the switches deployed at the institutions may not have the same capability.

Information Technology Services (ITS)

ITS plays a key role in the strategic, tactical, and operational functioning of HS.[45] ITS staff are primarily located in Salem, OR. However, to provide onsite technical support at each of the 14 institutions, technical support analysts have been assigned to the regions of Oregon in which they operate (Central, Willamette, Southeast, Northeast, Columbia, and Rogue). The following key functions are carried out by ITS in support of HS:

- Helpdesk Support
- Business System Development and Maintenance
- Procurement
- Information Security
- Technical Leadership and Consulting

A staff of roughly 75 facilitates the functions listed.[46]

- Administration: Operational management and administrative support staff.
- Application Development and Maintenance: Developers, database administrators, and system analysts.
- Business Support and Operations: Domain and exchange administrators, and project managers.
- Information Security: Information Security Officer (ISO) and information security specialists.[47]
- Technical Support: Technical support analysts and system analysts. The help desk is currently transforming into a service desk.
- ITS provides business systems development and maintenance of centralized business systems hosted by Enterprise Technology Services (ETS).[48]

For more details on the current-state and future-state analyses, see *Appendix A: Business Needs and Technical Assessment*.

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[45] Information Technology Services Link
[46] ODOC, General Services Division, "Information Technology Services." Link
[47] Reports to the Oregon State CIO.
[48] ETS, "Learn about ETS." Link

Problem and Opportunity Definition

PROBLEM

Technology in health care has enabled improvements for many areas of patient's health. State of Oregon, private and public health entities, and community health care organizations have embraced modern technologies and are working together to improve the health of all Oregonians. In contrast, ODOC's HS current paper/electronic system consists of outdated technology solutions supported by non-integrated applications, paper-based patient health records, and paper-driven workflows. This paper/electronic patchwork of applications and processes does not ensure the quick and efficient sharing of health record data/information, ease of information management and data security, ability to easily audit for fiscal oversight and regulatory compliance, or support advances in technology for informing clinical decisions. An EHR solution could address many major business problems currently faced by all those engaged in the current system, some of which include very broadly:

- Continuity of Care – Intake, Ongoing, Reentry
- Measurement – Evidence-Based Decision Making, Performance Indicators, and Compliance
- Information Technology – Non-Centralized Data Management Compounded by Technical Debt

Continuity of Care: Intake, Ongoing, Reentry

Effective clinical decision-making relies on unencumbered access to current, authoritative, accurate, clinical patient information that utilizes industry best practices and complies with regulations. Accessible, authoritative patient information within and across clinical teams and diagnostic services (internal and/or external), specialists, and in-patient providers has proven challenging. Existing business processes related to health services are limited technologically in the ability to manage and improve seamless care throughout intake, custody duration, and release/reentry.[49] Performing manual searches makes charting more difficult and stressful for staff. For HS to continue meeting the standard and quality of care and compliance, EHR technology could improve the overall continuity and sharing of data throughout the three phases of the process: intake, ongoing, reentry.

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Figure 4. THREE PHASES OF THE CORRECTIONS-SPECIFIC CONTINUUM OF CARE



These three phases above are outlined in further detail in the sections below. For many more details on these phases of care, including the business units involved, see *Appendix A: Business Needs and Technical Assessment*.

[49] "Having the record available to health professional for each patient encounter enhances continuity of care, facilitates early and correct diagnosis based on review of prior symptoms and findings, and permits coordination of treatment by multiple clinicians." ODOC, Health Services Section Policy and Procedure #P-H-03, Management of Health Records, Health Services Section Policy and Procedure, "Standard for Health Services in Prisons," 140. Link

Intake

At intake, phase 1, the ability to establish the authoritative patient data from outside digital sources is a critical need in providing quality driven health care. Instead of staff having access to health data that can be queried and edited digitally, operationally, the process currently requires printing information for the patient paper file.

Ongoing

Ongoing care capabilities in phase 2 are augmented with community specialty resources. Total HS medical expenses for 2013/15 was $134 million, and offsite medical expenses were $41 million.[50] Additionally, it is notable that the AIC elderly population is also growing and health care costs continue to rise—e.g., transplants, infectious diseases (TB, Hepatitis C, HIV/AIDs), mental illness (major depression, bipolar, psychotic), substance abuse, prescription drug costs, chronic diseases (asthma, diabetes/hypertension).[51]

Locating health record information is perhaps the biggest and most stressful operational chokepoints during ongoing custody. As noted in the *Patient Health Record* section above under the *Current State* description of HS operations, the ability to physically search for and deliver the patient's health record/file an average of 41,431 times per month to each medical encounter is significant. Staff utilization is adversely affected when over 100 hours per day are needed to locate and physically move patient health records file folders at a cost of ~$3,000,000 per year. [52]

Assuming 3-inch-thick patient files are 2 pounds each (for context, a 2.5-inch-thick paper stack is ~5 lbs.), medical staff are physically moving roughly 80,000 pounds (~40 tons) of paper each month. A file documenting the complete medical history of a single high-needs patient from the AIC can take up to 4 feet of shelf space. [53] Piles of paper medical files lead to risks and delays.

Reentry

Improving reentry for the medically needy, phase 3, was mentioned during staff interviews as a path to helping reduce recidivism and fulfill the goal of improving public safety. Currently, roughly 93 percent of all AIC will release to Oregon communities, and about 26 percent of released offenders are convicted of a new felony crime within three years.[54] According to the Oregon Criminal Justice Commission, reducing the recidivism rate by 1% would avoid $4.3 million in annual victim and taxpayer costs due to crime.[55] A component of effective health care, behavioral health, and developmental disability treatment planning is the creation of new solutions that assist the process of discharge planning and reentry that establishes ties back to communities for those released from custody to potentially reduce recidivism.[56]

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[50] "Medical Expenses only. Data does not include BHS, Dental or Pharmacy. Offsite Claims includes Claims costs only and does not include administrative costs." Total medical expenses for same period $134m. Source: Correspondence regarding ODOC Budget, 9/221/16.
[51] Workgroup on Corrections Health Care Costs, "Report to the Interim Committee of the Legislative Assembly" (February 4, 2014), 5. Link
[52] Across 14 institutions, estimate range between 128–154 hours per day are used to find health records. Using $57 per hour as the average burdened medical staff rate, the yearly opportunity cost to ODOC is between $2,686,600 and $3,231,900.
[53] Brian Denson, "'Black hole' in Oregon prisons: Piles of paper medical files mean risks and delays," *Oregonian*/OregonLive (August 11, 2014). Link
[54] ODOC, "Inmate Re-entry," Issue Brief (April 7, 2016). Link
[55] Colette S. Peters, "Managing the Mentally Ill in Oregon's Prisons," ODOC/OHSU Psychiatry Grand Rounds. Link
[56] In addition to recidivism in general, in health care it can also be defined as the tendency by ill patients to relapse or return to hospitals for treatment. "A Look at Recidivism in Chronic Obstructive Pulmonary Disease (COPD) Management," *Physician's Weekly* (Aug 23, 2013). Link

As those in the AIC population near release, HS and BHS are involved in planning for seamless continuity of care as individuals transition out of custody and into the community. Guidance is provided by the Oregon Governor's Reentry Council (GREC), established as a statewide leadership group to work collaboratively on improving the success and safety of incarceration to community transition.[57] Still, the release process is a very manual paper-intensive, manual-effort, data-intensive process that involves faxing many records for health plan eligibility, public assistance programs, medical housing needs, follow-on medical and mental health appointments, and so forth. The current workflow requires at least 90 days to complete medical discharge plans for those with the highest medical needs (see *Reentry/Discharge (Phase 3) HS Business Workflows*).[58]

Measurement: Evidence-Based Decision Making, Performance Indicators, and Compliance

To achieve HS organizational quality objectives requires effectively managing competent and engaged staff in a framework that allows continuous improvements. When health-related information is not readily accessible or available within the current systems, however, this has constraining effects on decision-making, performance, and compliance—not to mention that is harder for ODOC to tie in to external partners (e.g., hospitals, specialists, and other organizations).

When compared to modern EHR capabilities, the current lack of robust measurement capabilities limits the full effectiveness of HS staff to make informed, up-to-date decisions about patients from the AIC. It is also much more difficult to measure and assess legislative key performance measures (KPMs) and Correctional Outcomes through Research and Engagement (CORE), the latter of which was introduced in 2013 as an effort to improve accountability, performance, and decision-making.[59]

With the current system, the ability to measure and evaluate organizational management targets is time-intensive. Offsite medical health care, BHS coordination, AIC blood pressure, and so on—all of this requires the ability to efficiently access authoritative AIC health record information.[60] The current system does not easily provide the data granularity required to better correlate health care quality management and reentry processes for recidivism rate improvements.[61,62] Alignment with analytics in Oregon is also an ongoing effort.[63]

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The following are specific problems of note during the business analysis process:

- HS receives roughly 150 grievances per month.[64] To fully understand the cause of the grievance further, a more in-depth manual review is needed; however, the time spent reviewing, responding, addressing

[57] Office of the Governor, Executive Order No. 07-05, "Governor's Re-Entry Council" (May 14, 2007). Link
[58] ODOC, Health Services Section Policy and Procedure #P-G-02 "Patients with Special Needs." Link
[59] CORE is a framework intended to monitor and measure the work performed throughout departments, including HS, so as to improve and streamline processes while properly identifying constraints, effectively using departmental resources, and ultimately promoting the department's mission
[60] ODOC, "Correctional Outcomes through Research and Engagement (CORE): The Fundamentals Map," Committee Meeting Document 43300 (January 23, 2016). Link
[61] According to the Oregon Criminal Justice Commission, reducing the recidivism rate by 1 percent avoids $4.3 million in annual victim and taxpayer costs due to crime. Colette S. Peters, "Managing the Mentally Ill in Oregon's Prisons," ODOC/OHSU Psychiatry Grand Rounds. Link
[62] Governor's Reentry Council (GREC) Link. Executive Order No. 07-05 Link
[63] Collaborative for Health Information Technology (CHITO), "Aligning Health Measurement in Oregon: A CHITO Whitepaper to Advance Measurement and Metrics that Work" (March 24, 2016). Link
[64] Summary info from Monthly Grievance / Discrimination report generated from Offender Management System, August 2015–July 2016. Link

appeals, etc., of a grievance is significant. In the case of appeals, the process requires chart reviews by HS administrators away from the institution in which the patient is housed.

- The need to measure and effectively manage standard of care on a continual basis is becoming the community standard. HS measures its standard of care with an accreditation every three years.[65] ODOC health care facilities at each institution are individually accredited using the nationally accepted corrections standard of health services delivery through the National Commission on Correctional Health Care (NCCHC).[66]
- The ability to meet varying disclosure requests for health records will be increasingly difficult. Multiple electronic systems with many different data formats in addition to paper health records complicates compliance with disclosure requirements for legal and other defined health record requests.
- The need to maintain up-to-date patient chart data with high precision and accuracy is difficult to manage with the current paper health record format.

Information Technology: Non-Centralized Data Management Compounded by Technical Debt

Extra development work can accumulate when easy-to-implement solutions are chosen in the short term instead of applying the best overall solution. [67,68] This extends to failure to consolidate aging and/or redundant systems. The longer that ODOC operates with a paper/electronic system surrounded by manual processes and supplemental application "workarounds," the larger the gap from modernization and sustainability.[69] Additionally, HS loses workflow efficiencies and data quality by tracking and reporting from information inconsistently tracked and stored outside of a centrally managed system of record. Furthermore, data and system security will continue to be challenging.

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- Reducing the technology gap between community care and HS care is a vital component to achieving improved quality of care, fiscal management within the OHA health care transformation objectives and compliance with the standard of care.[70]
- Components used by health services within the CIS do not meet the current business needs, and are costly and difficult to expand.
- Supplemental applications outside the scope of ITS make tracking and identifying each file used by HS challenging.

[65] "The health care services provided by the Oregon Department of Corrections will be consistent with the standard for such services in the community." ODOC HS Policy and Procedure #P-A-02.1, "Level of Therapeutic Care. Link
[66] "All of our health care programs have passed accreditation standards set by the National Commission on Correctional Health Care and are currently accredited." ODOC, "Medical Program." Link
[67] "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." Oregon Department of Corrections Business Case 110 Technology Infrastructure page 25. (link to special reports Lab 15-17)
[68] "Technical debt" was originally coined by Ward Cunningham, "The WyCash Portfolio Management System," Experience Report, OOPSLA 1992.
[69] ODOC, "Scope of Work for Business Case Analysis for the HS EHR Project," Version 2.3 (January 15, 2016).
[70] 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." Link

- Effective internal communication among work units and institutions is essential. "Inmate information derived from history and assessment, when used effectively, can decrease incidents of violence, self-harm, disciplinary incidents and staff injuries."[71]

OPPORTUNITY

With more than 14,500 AIC across 14 institutions of the Oregon State Correctional System, and as the largest mental health provider in the State, ODOC HS has the opportunity to interconnect its AIC population with all other State health care centers as well as interconnected health care clinics and infirmaries in its 14 institutions internally.

Due to the implementation of an EHR system and availability of data, Citizens of Oregon have the opportunity to benefit from the ODOC HS becoming an integral component of the Oregon health care continuum. The State of Oregon through the ODOC mission has an opportunity to improve many areas of the HS business with an EHR solution.

Continuity of Care: Intake, Ongoing, Reentry

HS business processes are limited technologically in the ability to improve seamless care during intake, custody, and release. An EHR solution would:

- Improve clinical decision-making through concurrent access to authoritative and accurate clinical patient information.
- Digitally enable AIC health intake and assessment business processes.
- Enable ability to use secure health data via the Oregon Health Information Exchange as AIC patients are released from custody, enter communities, and sign up for health care.
- Unify patient information in manageable digital formats to be available for all ongoing care.
- Digitally enable the release and reentry business processes.
- Eliminate the 100+ hours per day at ~$3,000,000 per year cost for HS workers to locate and deliver patient health record sets.
- Provide patient health record access to medical providers simultaneously, including medication usage.
- Provide effective method(s) for clinical teams to collaborate.
- Improved appointment/scheduling capability.
- Improved HS staff wellness.[72]

Measurement: Evidence-Based Decision Making, Performance Indicators, and Compliance

HS has an opportunity to further standardize health data and management to improve patient health through digital systems and business intelligence and analytics. The opportunity is to not only interconnect the 14 health care centers at the institutions but also connect state- and nation-wide in order to share in the National Quality Strategy public health data. ODOC would be better equipped to:

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[71] Use the managing mental illness in prison task force Link
[72] ODOC, Employee wellness in the new ODOC 10-Year Strategic Plan, "Budget Narrative," 269. Link

- Assess and manage regulation compliance against HIPAA - HiTech and other regulatory mandates.
- Reduce the 14,000+ hours (~$750,000) required to manually prepare for NCCHC accreditation.[73]
- Improve outside (community) consult care and cost management.
- Improve compliance and reporting with State, Federal, and Departmental regulations.
- Maintain patient chart data with high precision and accuracy, as it is difficult to manage with the current paper health record format.
- Improve health data quality and usability.
- Improve ability to correlate health care improvements and reentry processes to recidivism rate improvements.
- Improve evidence-based decision-making capabilities, population health management and chronic health issues in particular.
- Improve ability to correlate grievances with executed policy and procedures.
- Better assist the elderly population of AIC, whose health care costs continue to rise.

Information Technology: Non-Centralized Data Management Compounded by Technical Debt

By modernizing its technology platform for health record data, HS has an opportunity to become an integral component of information exchange with external organizations for lowering and containing costs while improving quality and access to health care. Modernization of critical business systems will:

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- Improve ODOC's ability to meet its mission and promote public safety by supporting functions necessary for clinical excellence and risk management.
- Provide the technical capabilities to institute and comply with the most current computer hardware and software security requirements set by Federal and State laws.
- Provide the technical capabilities to institute and/or improve data management and security protocols and enable capabilities that improve the security of private information and health data.
- Improve data management to unify and track outside consults, labs, and services reporting, as well as provide capability to integrate information systems with organizations outside of ODOC.x
- More easily align with Oregon Information Resources Enterprise Information Resource Management Strategy, DAS Enterprise Technology Services Strategic Plan, and Executive Order, Unifying Cyber Security in Oregon.[74,75,76]

[73] This data per onsite discussions at CCCF and OSP with HS staff. 1,000 hours were identified as roughly the effort to prepare, train, and complete NCCHC accreditation every three years. Assuming 1,000 per 14 institutions using $57/hr. fully burdened staff rates.
[74] Department of Administrative Services, "Enterprise Technology Services Strategic Plan – 2015 Update," ETS Roadmap for 2012–2016. Link
[75] Oregon Information Resources, "Enterprise Information Resource Management Strategy 2015-2020," V1.0 (February 1, 2015). Link
[76] Executive Order No. 16-13, "Unifying Cybersecurity in Oregon" (September 1, 2016). Link

Alternatives Analysis

INTRODUCTION

The Alternatives Analysis builds off evidence and references gained during the four-month business needs and technical assessment, with a focused one-month effort specific to understanding alternate approaches. During the focused one-month period, research was conducted online, and interviews and information-gathering sessions were held with numerous states, product vendors, and internal HS and ITS stakeholders. In addition, prior responses to an EHR RFI issued by HS in 2009 were examined. Finally, a financial analysis of these approaches was performed. All of this material fed into one main report document.

At the root of many issues that arose during the assessment is the fact that the medical record is an antiquated paper-based system. Although not every issue revealed during the current state assessment can be resolved, the goal of this project would be to implement a centralized electronic-based health record which would significantly improve efficiencies within HS and directly address many of the issues tied to the problem areas.

PURPOSE

This section describes and valuates the various approaches to address the problems and opportunities identified in the analysis. Each option, or alternative, has been evaluated using a structured set of criteria comprising the following elements:

- Defined and Prioritized Selection Criteria
- Approach-Specific Assumptions and Constraints
- Benefits, Risks, and Costs
- Organizational Alignment and Impacts

To begin, below is a discussion of the general assumptions, constraints, costs, risks, and timeline for all the alternatives. The section then introduces the evaluation criteria, presents the alternative approaches available, provides analytical summaries of their relative weights and scoring, and then goes on to detail specific elemental breakdowns for each alternative, referencing associated analytical details as appropriate.

General Assumptions and Constraints

Each alternative approach contains a specific set of assumptions and constraints, but the following assumptions and constraints are applicable for all the actionable alternative approaches analyzed in this Business Case.

- There are electronic-based health record products that meet the majority of HS business needs.
- HIPAA related items will be coordinated with ODOC HS's consultant. A HIPAA consultant is currently being sought after "to provide services to ensure compliance with HIPAA/HITECH Act Privacy and Security Gap Analysis."[77]
- Implementation of an enterprise system will require up-front training for all health service staff.
- An electronic based health record could result in efficiencies lost in some areas (e.g., while treating a patient), efficiencies gained in other areas (e.g., not needing to search for paper charts), and as a result it is expected that HS will remain staff neutral.

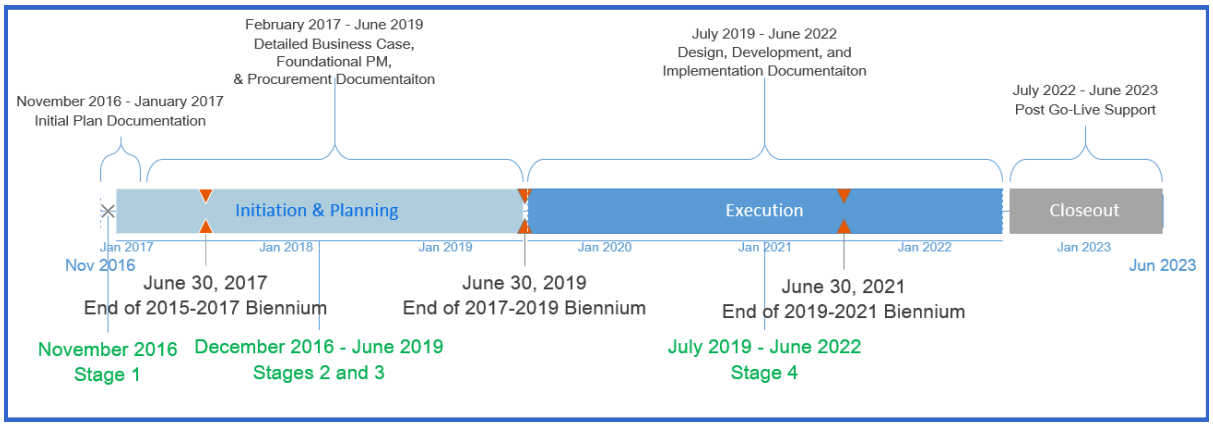
[77] ODOC, "HIPAA/HITECH Act Privacy and Security Gap Analysis," Request for Proposal #291-1568-16 (issued August 22, 2016).

- Due to the movement and transfer of patients between institutions, ideally an electronic-based health record rollout needs to occur in a short period of time.
- At a minimum, an electronic-based health record needs bi-directional interfaces with Offender Management System, DOC400, Pharmacy (CIPS), Lab, Radiology, and the CIS Master Scheduler. [78]
- An electronic-based health record system replaces authoritative paper medical chart and related printed health records with electronic format(s), Patient Health Plan.
- The current statewide network provides a consolidated fiber-optic-based network capable of supporting an electronic based health record system. Of the four main ODOC networks on this fiber network, the Administrative network will be used when implementing an electronic based health record. [79]
- There is one PC for every HS staff member (nearly 550) and the lifetime of a PC is 5 years. It is estimated that 550 computers will need to be purchased by HS over the next 5 years. Personal computer updates will be coordinated through ITS.

General Costs and Timeline

Determining exact costs and timeline for the implementation and ongoing maintenance and support are not possible at this point. However, through heavy reliance on past RFI responses, state DOC and vendor interviews, State Data Center (SDC) hosting rates, and online research, there has been sufficient information and confidence to determine the total cost of ownership within 50% of what the actual end cost would be. See *Appendix C: Financial Analysis* for detailed cost information. The timeline for implementing an EHR will depend largely on the type of approach taken, but assuming timely Stage Gate 1 endorsement, HS anticipates the project will span four phases between the end of 2016 and July of 2023.

Figure 5. High-Level Project Plan for General EHR Solution



- Phases following the current conceptual phase will drill into additional detail with tighter controls and levels of certainty as the project proceeds.
- ODOC budget is biennium based and requires legislative approval.

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[78] CIPS is commercial off the shelf (COTS) application developed by Kalos with the capability of providing digital pharmacy records.

[79] Should an EHR be implemented within ODOC, the infrastructure would need to be re-evaluated prior to the implementation due to the fact the infrastructure is under constant upgrades. As an example, although the fiber lines outlined may have bandwidth capability of 150Mb, the switches deployed at the institutions may not have the same capability.

- HS will seek third party Project Management (PM) and Business Analysis (BA) support, separate from any vendor selected to implement an EHR. HS will contract a PM/BA consultant team near the completion of 2016. Budget $316,500.[80]
- HS will contract HIPAA Business Evaluation / Solution consultant the end of2016. Budget $90,000. [81]
- 2017-2019 requested budget will allow for the continuation of the EHR project development by funding PM / BA services, QC, and hardware/equipment upgrades. Budget requested $1,166,880, $500,000, and $33,920 respectively.[82]
- HS anticipates a third POP would be needed for the 2019-2021 biennium to cover additional costs during implementation.
- Assumptions/constraints listed above will be refined and expanded in the Initiation and Planning phase.

General Risks

ODOC will face the following risks (primarily business and organizational based) with the implementation of an EHR, regardless of the approach or solution chosen.

Table 5. General Risks for All Alternative EHR Solutions Analyzed

#	Risk	Probability	Impact	Migration Strategy
GR.1	Biennial budget cycle makes meeting the schedule a risk.	High	High	Project planning, estimates, approvals, and procurement need alignment with budget cycles.
GR.2	Inadequate training of an enterprise-grade solution within a high-security correctional setting results in sharp productivity drops and user frustrations.	High	High	A comprehensive training plan needs to be established. The training plan should leverage a Gap Analysis that focuses on specific disciplines and job functions. Agency needs to ensure adequate training time is budgeted and that there are self-training tools that can be used outside of focused training sessions.
GR.3	Workforce is resistant to change making buy-in over a long project implementation more difficult.	Medium	High	Keep the workforce involved in the process and ensure each institution has a strong champion to support the effort.
GR.4	The subsidized network grant on the Statewide Fiber-Optic Network changes or is eliminated.	Medium	High	When performing detailed cost modeling and developing future POP's that will cover implementation budget for network costs should the subsidy be eliminated.
GR.5	During long or extended implementations, users create work-arounds to solve acute issues in lieu of completed technology implementation. Use	High	High	Ensure business analysis focuses on understanding the different disciplines and job functions and conducts Gap analysis. Use work-around opportunities as guides for implementation and not tools that

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[80] August 2016 EHR Policy Option Package (POP)
[81] Ibid.
[82] Ibid.

#	Risk	Probability	Impact	Migration Strategy
	these as guides for implementation and not tools that become institutionalized outside the solution.			become institutionalized outside the solution.
GR.6	With networking and solution support being carried out by different organizations and units, there is a risk that without proper collaboration and transparency between ETS, ITS, Facility Services and the solution vendor that a large scale implementation would suffer.	High	High	Establish a reoccurring standing meeting in which a representative from the various units / organizations is present to discuss issues or upcoming changes. When representatives can't find common ground on issues with risk, escalate.

Selection Criteria

While the BNTA documented high-level functional and non-functional requirements, the requirements will not be used to measure the alternatives evaluated during the Stage Gate Review process.[83] Rather, a set of high-level selection criteria based on the requirements serves as the foundation for evaluating alternatives. A preliminary set of selection criteria were identified and discussed between HS and ITS stakeholders. The section criteria were then assigned a measurement weight based on a survey released through Survey Monkey to ITS and HS stakeholders, in which nine participants contributed to weighing the criteria from a scale of 1-5 (1 being the most important, 5 being highly important).

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Table 6. Selection Criteria, Objectives, and Weight

Selection Criteria	Objective	Weight
Availability	System will be running and available to HS staff 24/7/365.	5
Reliability	System will operate consistently over a period of 10 years.	4.83
Data Management	Overall data quality, security and sharing would be improved.	4.67
Usability	System will be easy and intuitive to work with.	4.5
Compliance with Regulations	ODOC would be better equipped to assess regulation compliance against HIPAA and other regulatory bodies.	4.17
Maintainability	System is not overly difficult or costly to maintain and has minimal dependence on ITS staff resources.	3.83

[83] The requirements will be used when drafting the RFP and evaluating electronic based health record systems.

Selection Criteria	Objective	Weight
Implementation Disruption	Implementation of the system will have minimal disruption to the treatment of adults in custody.	3.83
Application Flexibility	System can be tailored to HS needs, modular, interoperable and able to operate on a number of different devices.	3.5
Compatibility	System will be able to operate on different hardware and software already in place at ODOC.	3.5
Evidence Based Decision Making	The quality of health care provided to patients and medical decisions made would be improved with health care staff able to better leverage a patient's medical history.	3.33
Cost to Maintain	System will have low operations, maintenance and ongoing support costs.	2.67
Initial Capital Cost	System will have a low initial implementation cost.	2.5
Time to Deliver	System will be implemented and in use ASAP.	2.33

These selection criteria will be further reviewed, refined, and benchmarked against alternate solutions evaluated in Stage Gate 2 during the subsequent Initiation and Planning phase, as outlined above in the Costs and Timeline section.

Alternative Approach Identification

To achieve the goal of alleviating documented business problems with the procurement and implementation of a centralized electronic-based health record, the initial step is to first conceptually identify, evaluate, and recommend approaches that best address business and technical needs in subsequent phases.[84] The approaches evaluated as part of the analysis are as follows:

Alternative	Description
Alternative 0	Status Quo: Business as Usual
Alternative 1	Procure and implement an on-premises EHR
Alternative 2	Procure and implement a Software as a SaaS EHR
Alternative 3	Contract a vendor to develop a custom EHR
Alternative 4	Procure and implement a document imaging system (non-EHR digital document management solution)

Note that these alternate options were evaluated at a conceptual level to drive project planning. The detailed Stage Gate 2 Business Case produced in the Initiation and Planning phase to come will include a more in-depth analysis of recommended options.

Approaches Measured Against Selection Criteria

[84] During the initiation and planning phase, which spans Stage Gates 2 and 3 of the Stage Gate Review process, specific platforms / products will be evaluated at a detailed level.

The alternatives were then measured against the agreed-upon selection criteria. In measuring the alternatives, a scoring system was used to subjectively gauge the extent to which a particular option satisfies a particular element of the above listed selection criteria. Ratings have points associated with them.

Rating	Description
1	Does not satisfy criteria
2	Partially satisfies criteria
3	Substantially satisfies criteria

ID	Criteria	Status Quo - Do Nothing	On-Premises COTS EHR	SaaS EHR	Custom EHR	Document Imaging System
1	Continuity of Care	1	3	3	3	2
2	Measurements	1	3	3	3	2
3	Evidence Based Decision Making	1	3	3	3	2
4	Data Management	1	3	3	3	2
5	Compliance with Regulations	1	3	3	3	2
6	Availability	2	2	3	2	2
7	Reliability	2	2	2	2	2
8	Usability	2	3	3	3	2
9	Application Flexibility	1	2	2	3	2
10	Compatibility	2	2	2	3	2
11	Maintainability	2	2	3	1	2
12	Initial Capital Cost	3	2	2	1	3
13	Cost to Mainatain	1	2	2	2	2
14	Time to Deliver	3	3	3	1	3
15	Implementation Disruption	3	2	2	1	2
	Totals	**26**	**37**	**39**	**34**	**32**
	Solution Rank	**5**	**2**	**1**	**3**	**4**

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Based on results of the initial scoring, the SaaS EHR option garnered the most points. When the weights assigned to each criteria were then factored in by multiplying the weighted average against how much the approach satisfies the criteria, the rankings remain the same—although the SaaS EHR option does gain an even larger advantage over the other options, see scoring matrix below.

ID	Criteria	Status Quo	On-Premises COTS EHR	SaaS EHR	Custom EHR	Document Imaging System	Weight
1	Continuity of Care	4	12	12	12	8	4.00
2	Measurements	4	12	12	12	8	4.00
3	Evidence Based Decision Making	3	10	10	10	7	3.33
4	Data Management	5	14	14	14	9	4.67
5	Compliance with Regulations	4	13	13	13	8	4.17
6	Availability	10	10	15	10	10	5.00
7	Reliability	10	10	10	10	10	4.83
8	Usability	9	14	14	14	9	4.50
9	Application Flexibility	4	7	7	11	7	3.50
10	Compatibility	7	7	7	11	7	3.50
11	Maintainability	8	8	12	4	8	3.83
12	Initial Capital Cost	8	5	5	3	8	2.50
13	Cost to Mainatain	3	5	5	5	5	2.67
14	Time to Deliver	7	7	7	2	7	2.33
15	Implementation Disruption	12	8	8	4	8	3.83

Totals	**98**	**142**	**151**	**135**	**119**
Solution Rank	**5**	**2**	**1**	**3**	**4**

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The table below provides a synopsis of the five alternative approaches analyzed.

Table 7. Alternative Analysis Synopsis By Ranking, Timeline, Total Cost, Fit with Needs, Risk Level

Alternative	0	1	2	3	4
Approach	Status Quo, Do Nothing	Procure and implement an on-premises commercial off the shelf (COTS) EHR	Procure and implement a Software as a Service (SaaS) EHR	Contract a vendor to develop a custom EHR	Procure and implement an electronic chart (non-EHR digital document management solution)
Calculated Score	98	142	151	135	119
Solution Rank	5	2	1	3	4
Time to Deliver[85]	0 months	Less than 60 months	Less than 60 Months	More than 60 Months	Less than 60 Months

[85] Period of time between Stage Gates 1 and 4 endorsements.

Alternative	0	1	2	3	4
Approach	Status Quo, Do Nothing	Procure and implement an on-premises commercial off the shelf (COTS) EHR	Procure and implement a Software as a Service (SaaS) EHR	Contract a vendor to develop a custom EHR	Procure and implement an electronic chart (non-EHR digital document management solution)
Initial Capital Cost/Subscription [86]	N/A[87]	$ 7,744,600	$ 7,528,800	$ 11,382,200	N/A
Operation & Maintenance	N/A	$ 6,012,200	$ 5,957,200	$ 3,823,300	N/A
Total Cost of Ownership (TCO)[88]	N/A	$ 13,756,800	$ 13,486,000	$ 15,205,500	N/A
Risk Level	High	Medium	Medium	High	Medium

The following sections outline in detail each alternative approach analyzed, providing approach-specific assumptions, benefits, risks, costs, organizational alignment, and impact.

Alternative 0: Status Quo: Business as Usual

The Status Quo, or "Do Nothing," approach means ODOC HS continues to operate with existing processes and systems.

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Approach Specific Assumptions and Constraints

The Status Quo option has been taken several times since early 2000s. The approach provides no added benefit to HS, but a widening of the technology gap with external community care and increasing technical debt. While there are no implementation or product costs associated with this option, there are ongoing operational costs. The Governor's Executive Order (No. 16-13) directs all State agencies to unify IT security functions. This may increase DOC's operational costs. [89]

Benefits

Moving forward with the status quo approach, ODOC HS would avoid the high initial capital costs and the complexities and risks of system and process integration that are associated with the implementation of an EHR.

[86] Hosting costs within the State Data Center have been factored into Initial Capital Costs for the on-premises hosting option. This was done because the servers will need to be configured and setup before the third-party vendor can begin implementation, most likely within the first few months of the project.
[87] There are costs associated with maintaining the status quo, but the costs outlined assume the agency moves forward with one of the approaches to procure and implement a solution.
[88] TCO is measured over a 10-year period.
[89] Executive Order No. 16-13, "Unifying Cybersecurity in Oregon" (September 1, 2016). Link

Risks

Table 8. ALTERNATIVE-0: STATUS QUO RISKS

#	Risk	Probability	Impact	Mitigation Strategy
Alt-0-R1	Ability to address and resolve the primary business problems facing ODOC HS	High	High	Focus on operational change management to address issues with continuity of care, evidence-based decision making, performance, and compliance measurement

Costs

There will be no costs associated with the implementation of an EHR by maintaining the status quo; however, there will continue to be the ongoing costs associated with purchasing chart folders ($100,000/yr), duplicated labs/tests, wasted medications, etc. In addition, there will continue to be time spent looking for paper charts and time required to prepare for NCCHC accreditation will increase over time. There may be costs associated with increased suits against ODOC and penalties from non-compliance with Federal and State regulations.

Organizational Alignment and Impact

Maintaining the status quo does not align with the mission, vision, or objectives of ODOC HS. In addition, the longer the status quo is maintained, the more difficult it will become for HS to keep up with improving trends in patient health care and regulation compliance. The status quo approach when benchmarked against the selection criteria, was the lowest score of the five approaches evaluated.

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Initial Score	**26**
Weighted Score	**98**
Relative Solution Rank	**5**

<u>Alternative 1: Procure and implement an on-premises commercial off the shelf (COTS) EHR</u>

The approach for procuring and implementing an on-premises COTS EHR would entail the acquisition of a preexisting EHR product implemented and configured within the State Data Center (SDC).

Approach Specific Assumptions and Constraints

The on-premises option is the traditional deployment method when servers are installed or expanded in the SDC operating system, and security software is installed and patched in order for the software product to be installed and configured. Unlike the SaaS Option, the State is directly responsible for all aspects of the system. The State will provide facility security, resources and management of assets. As such, multiple organizational units (e.g., ETS, ITS, facilities) would need to be heavily involved with this approach.

- There are a wide variety of pre-existing EHR solutions available on the market today; however, EHR solutions specific to the correctional setting are less mature and fewer in number. EHR solutions not specific to the correction setting are more prevalent, but include a lot of functionality that is not relevant to corrections (e.g., billing, compliance), this functionality can bloat the product and pricing. Implementation of an EHR not specific to a correctional environment would likely require greater

operational changes within HS, and the productivity drop typical with an EHR implementation would be greater.

- There are a variety of licensing models associated with COTS EHR's, ranging from annual subscription to patient encounter.
- Many EHR solutions come with bi-directional interfaces key to communicating with information systems and equipment. Correction specific EHR solutions will include bi-directional interfaces more relevant to ODOC HS needs, especially with regard to the offender management system (OMS) and scheduling. The OMS interface is traditionally the most difficult to implement / configure.
- Under typical environments, implementation of the purchased EHR solution seems feasible within a 12- to 16-month timeframe with proper scope alignment and planning in place.

Benefits

- A COTS EHR aligns with business and technology strategy and meets many of the business requirements.
- By leveraging an off-the-shelf solution, implementation can occur within a shorter timeframe.
- COTS EHR solutions are more likely to be "hardened" (more stable) and include functionality beyond the expectations or requirements of HS.
- Adds additional services to SDC for income (without Departments/Agencies using SDC services, it will not reach ROI).
- System and Data security would be directly managed by State of Oregon on in-house hardware.
- Stable costs for budgeting/planning.
- Using Oracle products available from settlement could reduce back-end database licensing costs.

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Risks

Table 9. ALTERNATIVE-1: ON-PREMISES COTS EHR RISKS

#	Risk	Probability	Impact	Mitigation Strategy
Alt1.R1	COTS product is not compatible with ODOC or SDC hardware / infrastructure.	Low	High	Ensure technical requirements are clearly defined in RFP and subsequent contract negotiations.
Alt1.R2	SDC hardware / infrastructure require updates to become HIPAA / CJIS compliant.	Low	High	Work with ETS early in Stage Gate 2 to understand current HIPAA / CJIS compliance, identifying any areas where SDC is not compliant and identifying ways in which compliance can be reached. This includes, but is not limited to, ensuring RFP includes requirements that vendor product must encrypt data in transit and rest.
Alt1.R3	Hosting within SDC would require coordination between HS, ITS, and ETS.	High	Medium	Develop a detailed SLA and process expectations so coordination / collaboration amongst the different

#	Risk	Probability	Impact	Mitigation Strategy
				organizations / units can be streamlined.
Alt1.R4	System support is not provided 24/7/365.	High	High	After Stage Gate 1 endorsement, confirm 24/7/365 support as understood for project needs either is or is not an option within ETS. If not, develop contingency plans for any unexpected downtime.
Alt1.R5	After configuration, solution does not meet critical business requirements and requires heavy customization.	Medium	High	Ensure clear and comprehensive requirements are outlined in RFP. Seek product demonstrations during the RFP process in Stage Gate 2.
Alt1.R6	Select COTS solutions could offer less customization options and will require extensive training for staff to adapt processes and workflows.	High	High	Create a comprehensive training strategy that targets the different position types within ODOC. Seek vendors that have well-vetted and mature training process with different training tools (online self-study courses, in-person training, etc.). In addition, reach out to other states that have implemented EHRs and gain an understanding of training they instituted and learn what worked best and didn't.
Alt1.R7	HS needs to be revamped to conform with solution increasing costs and timeline.	High	High	Heavily engage business analyst(s) to understand the functional units and processes within ODOC (e.g., intake, transfer, etc.). Seek product demonstrations during the RFP process and compare product capabilities with business processes. After acquisition and during implementation, continue to perform gap analysis of workflows against product solution and commit to organizational change management where processes will need to change to work with system.
Alt1.R8	Implementation of solution is carried out by a vendor other than the vendor that produced the product.	Low	Medium	Stipulate in the RFP that the vendor who owns the product perform the implementation, and if they don't do the implementation themselves, vet the vendor implementing the product using same criteria of the product owner.
Alt1.R9	There is more functionality enabled than is needed, complicating workflows.	Medium	High	Clearly specify in RFP and later in implementation, which features / templates / workflows are needed. Begin with basic needs and expand only

#	Risk	Probability	Impact	Mitigation Strategy
				as needed, following a controlled change management process.
Alt1.R10	ODOC and HS needs change over time and COTS solution doesn't scale well or requires further customization/configuration.	High	Low	Identify solutions that do scale and integrate well. Identify vendor capabilities to configure solution after "Go Live" and identify possible vendors (other than product owner) certified to make changes as-needed.

Costs

The implementation of an on-premises COTS EHR makes the following specific cost assumptions:

- Third-party PM/BA services costs use the State of Oregon and Covendis maximum rates while assuming a 60-month timeframe beginning in Stage Gate 2 and lasting through the first year after "go-live."[90]
- ODOC anticipates a team will be needed to provide PM/BA/QC professional services. However, for this high-level analysis 1 FTE PM and 1FTE BA were factored between now and June 30, 2022. Detailed planning of BA and QC services will occur at a detailed level in Stage Gate 2; although, conceptually it is anticipated that there would be multiple BAs early on in the project. As the project proceeds, the amount of BA services would decrease while the need of QC services would increase.
- A 12- to 16- month implementation timeframe with licensing occurring annually following "Go Live."
- Software / purchase costs will likely spread across implementation with 75 percent paid by June 30, 2020 and the remaining 25 percent paid by June 30, 2021.
- Hardware costs may also be distributed across the 10-year period; however, for the purpose of the analysis, the costs were factored the year prior to implementation. The SDC would host a database and application/web server with four environments each (Development, Test, Training, Production).

The below table outlines the breakdown of costs over a 10-year period:

[90] Through discussions with ITS and HS stakeholders, the PM/BA maximum allowed rates identified in the Covendis rate card were perceived as being low; however, at this early stage, without a more concrete source of information, they have been used. Stage Gate 2 will examine PM/BA rates more closely and update the cost models accordingly.

Table 10. ALTERNATIVE-1: ON-PREMISES COTS EHR COST BREAKDOWN

Procure and implement on premises COTS EHR Totals include FY 2017 through FY 2021 $ in 1,000s		Positive numbers are **savings** Negative numbers in () are **net costs**			
		Project and Implementation	**Operations, Maintenance, Ongoing Support**	**Total**	**%**
Personal Services	Salaries & Benefits	:	$0.0	$0.0	0.0%
Services & Supplies & Capital Outlay	State Data Center	($215.8)	($1,152.6)	($1,368.3)	9.9%
	Software Licensing	($3,488.8)	($4,475.3)	($7,964.1)	57.9%
	Hardware (PC's)	($581.1)	$0.0	($581.1)	4.2%
	IT Professional Services	($3,459.0)	($384.3)	($3,843.3)	27.9%
	Total	($7,744.6)	($6,012.2)	($13,756.8)	
	%	56.3%	43.7%		100.0%

Organizational Alignment and Impacts

Procurement and implementation of a COTS EHR on-premises within the SDC aligns with the mission, vision, and objectives of ODOC HS. HS will likely have to be adaptive and work diligently to adapt internal business processes as well as plan for productivity loss and training. Although there are risks associated with this option, through careful planning and management, the risks can be properly mitigated. This approach when benchmarked against the selection criteria was the second highest score of the five approaches explored.

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Initial Score	**37**
Weighted Score	**142**
Relative Solution Rank	**2**

Alternative 2: Procure and implement a SaaS EHR

The approach for procuring and implementing a SaaS EHR would entail the acquisition of a pre-existing EHR product that would be implemented and hosted by the product vendor or some certified / approved affiliate other than the SDC.

Approach-Specific Assumptions and Constraints

Procuring and implementing a SaaS EHR would be an approach where the EHR would be hosted by the vendor at their datacenter or facilities such as Amazon Web Services or Microsoft Azure.[91] Modern datacenters, commonly called the Cloud, provide in conjunction with the product vendor a mostly "hands off" service.

- There are a wide variety of pre-existing EHR solutions available on the market today and hosted as SaaS; however, EHR solutions specific to the correctional setting are less mature and fewer in number. EHR

[91] State of Oregon is working to certify AWS and Microsoft Azure for Cloud services. ODOC EHR Status meeting 9/15/16.

solutions not specific to the correction setting are more prevalent, but include a lot of functionality that is not relevant to corrections (e.g., billing, compliance), and this functionality can bloat the product and pricing. Implementation of an EHR not specific to a correctional environment would likely require greater operational changes within HS and the productivity drop typical with an EHR implementation would be greater.

- There are a variety of subscription models associated with SaaS based EHRs. Such subscription models range from monthly to annual, and user based subscription to patient encounter
- Many EHR solutions come with bi-directional interfaces key to communicating with information systems and equipment. Correction specific EHR solutions will include bi-directional interfaces more relevant to ODOC HS needs, especially with regard to the offender management system and scheduling. The OMS interface is traditionally the most difficult to implement / configure.
- Implementation of a pre-existing EHR solution is feasible within a 12- to 16-month timeframe when properly planned.

Benefits

- A SaaS EHR is aligned with business strategy, and the majority of business requirements can be met by this approach.
- By leveraging a SaaS solution, implementation can occur within a shorter timeframe.
- SaaS EHR solutions are more likely to be "hardened" (more stable) and include functionality beyond the expectations or requirements of HS.
- Stable costs for budgeting/planning
- By having the product vendor host the product themselves, there is reduced strain or resource needs associated with maintaining regulation compliance and providing support.

947

Risks

Table 11. ALTERNATIVE-2: SAAS EHR RISKS

#	Risk	Probability	Impact	Mitigation Strategy
Alt2.R1	Solution vendor Service Level Agreement (SLA) negotiations take longer than expected. Extends schedule.	Low	Low	Make sure RFP and contract language clearly stipulates SLA expectations.
Alt2.R2	Vendor Cloud services are not compliant with State and Federal regulations	Medium	High	Make sure RFP and contract clearly stipulates which regulations cloud hosting must comply with.
Alt2.R3	After configuration, critical business requirements are not met, and solution requires heavy customization.	Medium	High	Ensure clear and comprehensive requirements are outlined in RFP. Seek product demonstrations during the RFP process in Stage Gate 2.
Alt2.R4	Select SaaS solutions offer less customization options and will require extensive training for staff to adapt processes and workflows.	High	High	Create a comprehensive training strategy that targets the different position types within ODOC. Seek vendors that have well-vetted and mature training process with different training tools (online self-

#	Risk	Probability	Impact	Mitigation Strategy
				study courses, in-person training, etc.). In addition, reach out to other states that have implemented EHRs and gain an understanding of training they instituted and learn what worked best and didn't.
Alt2.R5	HS processes to be revamped to conform with solution, increasing costs and timeline.	High	High	Heavily engage business analyst(s) to understand the functional units and processes within ODOC (e.g., intake, transfer, etc.). Seek product demonstrations during the RFP process and compare product capabilities with business processes. After acquisition and during implementation, continue to perform gap analysis of workflows against the product solution and commit to organizational change management where processes will need to change to work with system.
Alt2.R6	Implementation of solution is carried out by a vendor other than the vendor that produced the product.	Low	Medium	Stipulate in the RFP that the vendor who owns the product perform the implementation, and if they don't do the implementation themselves, vet the vendor implementing the product using same criteria of the product owner.
Alt2.R7	There is more functionality enabled than is needed, complicating workflows.	Medium	High	Clearly specify in the RFP and later during implementation which features / templates / workflows are needed. Begin with basic needs and expand only as needed and following a controlled change management process.
Alt2.R8	ODOC and HS needs change over time, and SaaS solution doesn't scale well or requires further customization/configuration.	High	Low	Identify solutions that do scale and integrate well. Identify vendor capabilities to customize solution after "Go Live" and also identify possible vendors (other than product owner) certified to make changes as-needed.

948

Costs

The implementation of a SaaS EHR makes the following specific cost assumptions:

- Third-party PM/BA services costs use the State of Oregon and Covendis maximum rates while assuming a 60-month timeframe beginning in Stage Gate 2 and lasting through the first year after "go-live".[92] All possible PM/BA services will be ways will be looked at…
- ODOC anticipates a team will be needed to provide PM/BA/QC professional services. However, for this high-level analysis 1 FTE PM and 1FTE BA were factored between now and June 30, 2022. Detailed planning of BA and QC services will occur at a detailed level in Stage Gate 2; however, conceptually it is

[92] Through discussions with ITS and HS stakeholders, the PM/BA maximum allowed rates identified in the Covendis rate card were perceived as being low; however, at this early stage, without a more concrete source of information, they have been used. Stage Gate 2 will examine PM/BA rates more closely and update the cost models accordingly.

anticipated that there would be multiple BAs early on in the project. As the project proceeds, the amount of BA services would decrease while the need of QC services would increase.

- Implementation would occur within a 12- to 16-month timeframe with licensing occurring on an annual basis for the 3 years following "Go Live."
- Software / Subscription costs will likely spread across implementation with 75 percent paid by June 30, 2020 and the remaining 25 percent paid by June 30, 2021.
- Annual subscription costs would be $969,900 using a PERT three-point estimate on quoted numbers provided by EHR vendors.
- Assuming a rollout of November 2020, 75 percent of license/subscription fees would be incurred by June 30, 2021. Each year thereafter would be $969,900.
- Hardware costs may also be distributed across the 10-year period, for the purpose of the analysis though the costs were factored the year prior to implementation.

The below table outlines the breakdown of costs over a 10-year period:

Table 12. Alternative-2: SaaS EHR Cost Breakdown

Procure and Implement SaaS EHR Totals include FY 2017 through FY 2021 $ in 1,000s		Positive numbers are **savings** Negative numbers in () are **net costs**			
		Project and Implementation	**Operations, Maintenance, Ongoing Support**	**Total**	**%**
Personal Services	Salaries & Benefits		$0.0	$0.0	0.0%
Services & Supplies & Subscription Services	State Data Center		$0.0	$0.0	0.0%
	Software Subscription	($3,488.8)	($5,572.9)	($9,061.7)	67.2%
	Hardware (PC's)	($581.1)	$0.0	($581.1)	4.3%
	IT Professional Services	($3,459.0)	($384.3)	($3,843.3)	28.5%
	Total	($7,528.8)	($5,957.2)	($13,486.0)	
	%	55.8%	44.2%		100.0%

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Organizational Alignment and Impacts

Implementing a SaaS EHR on-premises aligns with the mission, vision, and objectives of ODOC HS. HS will likely have to work diligently to adapt internal business processes, as well as plan for productivity loss and training. Although there are risks associated with this option, through careful planning and management, the risks can be properly mitigated. When benchmarking against the selection criteria, this option scored the highest of the five solutions evaluated.

Initial Score	**39**
Weighted Score	**151**
Relative Solution Rank	**1**

Alternative 3: Contract a vendor to develop a custom EHR

The approach involving the contract of a vendor to develop a custom EHR would entail a comprehensive and intensive effort spanning the full system development lifecycle, the result of which would be an application built from the ground up. A heavily customized solution will require heavy configuration / customization.

Approach Specific Assumptions and Constraints

Contracting a vendor to implement a custom EHR would require increased ODOC and HS resource availability to engage in the complete software development process of analysis, design, development, test, and deployment. Compared to the COTS/SaaS solution options, a custom build assumes an extended schedule (2 years or more), increased involvement from ODOC staff, and likely higher up-front costs.

- A custom-built solution could be hosted within the SDC or by the vendor responsible for the development of the solution.
- Implementing custom solutions often come with higher up-front costs than a COTS/SaaS solution would, since a lot of the core functionality and infrastructure needs to be built. With that said, it may be possible to implement a custom solution for less than a COTS by leveraging the open source VistA platform.[93] The number of vendors with the expertise to leverage the VistA platform would likely be less than the available COTS/SaaS options on the market, with that list of vendors shrinking even further when factoring in experience within a correction setting.
- A custom solution is not in strategic alignment with ODOC ITS and OSCIO. Current and known future directions for ITS do not include enterprise-grade custom build projects. Planning and budget to expand ITS would be needed.
- Post "Go-Live" ITS would need to take over maintenance or support or an ongoing maintenance and support contract with an SLA would need to be put in place with a custom development vendor.
- If a solution isn't tightly coupled and ITS has heavy involvement in maintenance and support, such things as HIPAA reviews would be resource intensive for ITS staff due to the time it would take to ensure compliance throughout the solution.

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Benefits

- A custom solution can be tailored to the specific needs and business processes of ODOC HS.
- Once implemented, ODOC HS would own the code base and not be required to pay licensing fees (beyond ongoing support and maintenance as-needed).
- A custom solution could adopt a service-oriented architecture that would facilitate system interfacing and integration.
- Using products and services offered through the Oracle settlement could reduce licensing costs associated with Oracle products, specifically with the back-end database and application server.

Risks

Table 13. ALTERNATIVE-3: CUSTOM EHR RISKS

[93] VistA Link

#	Risk	Probability	Impact	Migration Strategy
Alt3.R1	The State of Oregon's will for such a project after lower levels of success with custom builds result in less support.	High	High	Comprehensive due diligence must be provided with close collaboration with OSCIO and other organizational units to ensure complete buy-in and needed support.
Alt3.R2	Solution takes extensive time to complete and implementation spans multiple budget cycles and evolving business processes.	High	High	Implement core critical functionality early and begin production use early, implementing new and extended functionality (lower priority) incrementally.
Alt3.R3	Limited availability from ITS developers reduces ODOC knowledge and familiarity with the system being built.	High	High	Plan to increase ITS resources and / or plan for the implementer of the solution to continue providing support and maintenance after solution is built.
Alt3.R4	Undefined or changing requirements cause scope creep prolonging schedule and increasing cost.	High	High	Ensure the project includes a phase for detailed business process and system requirements. Later implementation costs are based on requirements. Structure implementation contract to be lump sum and have a pre-defined well-structured change-order process in place.
Alt3.R5	Implementers capabilities not at the level needed to successfully build the needed solution.	High	High	Carefully vet vendors, evaluate past experience implementing projects of similar size and scope.

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Costs

The implementation of a custom EHR solution makes the following key cost assumptions:

- With few custom EHR solutions existing today in the correctional setting (only four states have implemented), it is difficult to anticipate the costs.[94] Because custom solutions often have higher initial capital costs, for the purpose of this analysis, implementation was assumed to take more than twice as long as a COTS/SaaS implementation (36 months).
- Third-party PM/BA services costs use the State of Oregon and Covendis maximum rates, assuming a 66-month timeframe starting in Stage Gate 2 lasting through the first year after "go-live" June 30, 2022.[95]
- ODOC anticipates a team will be needed to provide PM/BA/QC professional services. However, for this high-level analysis 1 FTE PM and 1 FTE BA were factored between now and June 30, 2022. Detailed planning of BA and QC services will occur at a detailed level in Stage Gate 2; although, conceptually it is anticipated that there would be multiple BA's early on in the project. As the project proceeds, the amount of BA services would decrease while the need of QC services would increase.
- Post-implementation support the first year after "go-live" would require 1 FTE PM (BA/QC responsibilities blended in) and 2 FTE developers.

[94] Association of State Correctional Administrators (ASCA), "ASCA Survey: Electronic Health Records" (May 15, 2014). Link
[95] Through discussions with ITS and HS stakeholders, the PM/BA maximum allowed rates identified in the Covendis rate card were perceived as being low; however, at this early stage, without a more concrete source of information, they have been used. Stage Gate 2 will examine PM/BA rates more closely and update the cost models accordingly.

- Post-implementation support 2 years and beyond "go-live" estimate 0.5 FTE PM (BA/QC responsibilities blended in) and 1.5 FTE Developers.
- Third-party PM / BA support would be intensive and custom development would require close oversight increasing costs over COTS/SaaS solutions.
- The SDC would host a database and application/web server with four environments each (Development, Test, Staging, Production). Hosting would begin at time of implementation, January of 2018.

The below table outlines the breakdown of costs over a 10-year period:

Table 14. ALTERNATIVE-3: CUSTOM EHR COST BREAKDOWN

Contract a vendor to develop a custom EHR Totals include FY 2017 through FY 2026 $ in 1,000s		Positive numbers are **savings** Negative numbers in () are **net costs**			
		Project and Implementation	**Operations, Maintenance, Ongoing Support**	**Total**	**%**
Personal Services	Salaries & Benefits		$0.0	$0.0	0.0%
Services & Supplies & Capital Outlay	State Data Center		($1,368.3)	($1,368.3)	9.0%
	Software	$0.0	$0.0	$0.0	0.0%
	Hardware	($581.1)	$0.0	($581.1)	3.8%
	IT Professional Services	($10,801.2)	($2,454.9)	($13,256.1)	87.2%
	Total	($11,382.2)	($3,823.3)	($15,205.5)	
	%	74.9%	25.1%		100.0%

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Organizational Alignment and Impacts

Implementing a custom EHR partially aligns with the mission, vision, and objectives of ODOC HS.

A custom solution provides the best opportunity to directly tailor the solution to the requirements and business processes of HS; however, custom solutions implemented within the State of Oregon have a poor track record and are often met with resistance.

This approach comes with the greatest risk and would likely not be available until the year 2022, due to the time it would take to implement such a complex system.

In addition, it's difficult to anticipate the true costs of implementing a custom EHR within a correction setting, and there is not enough evidence at this time to support this approach being within 50 percent of likely cost, even with a more thorough and detailed assessment in subsequent phases. When benchmarked against the selection criteria, this option was the third highest score of the five.

Initial Score	**34**
Weighted Score	**135**
Relative Solution Rank	**3**

Alternative 4: Procure and implement a document imaging system (non-EHR document management solution)

This approach fundamentally replaces the authoritative health record format, a paper file system with a digital file format and the technology to support a paperless clinical setting. This approach would involve integrating different technology components to address business needs.

Approach Specific Assumptions and Constraints

To merely replace the current paper chart and file folder storage "system" with a digital chart and storage would require integration of several disparate technologies (e.g., database, document management, scanning, etc.). There are many permutations of application and integration options available that would facilitate the move from the paper chart to digital form.

- The industry has moved from a medical record focus (EMR) onto broader all-encompassing patient health records. Health care technology vendors and product consolidation through acquisitions and market forces provide evermore-mature solutions, as noted in option above (SaaS and on-premises).
- Using this project to decrease rather than increase technical debt, see risks table below.

Benefits

- The State and/or ODOC ITS may have enterprise software agreements with software vendors already in place.
- Several of the Oracle products available through the settlement could be used, including, but not limited to, WebCenter and Oracle Database.
- Enterprise document management systems are highly extensible through configurations, third-party products, and industry-standard development approaches, reducing the need for full solution customization.

Risks

Table 15. ALTERNATIVE-4: NON-EHR DOCUMENT MANAGEMENT SOLUTION RISKS

#	Risk	Probability	Impact	Mitigation Strategy
Alt4.R1	Extensive customization required to integrate different products to achieve ODOC HS requirements.	Medium	Medium	If more than a single product is required, limit the number of products and ensure any products used have flexible APIs and are well documented.
Alt4.R2	Approach is a continuation of "patching" areas of business and technology needs with incomplete solutions.	High	Medium	Benchmark the solution against requirements and formulate a clear roadmap that can be used to efficiently extend the solution over time (e.g., have a complete vision and inventory of solution capabilities)
Alt4.R3	Due to the many permutations this approach may have, the schedule,	High	High	Identify specific product(s) that would be used and formulate a high-level

	budget, and risk are not well understood.	design that is benchmarked against solution requirements. Once specific design and product(s) are known, revisit the high-level plan, risks, and budget.

Costs

Taking this approach could result in a wide variety of different solution make-ups, making a cost determination with any level of certainty unfeasible in Stage Gate 1. Although the costs themselves would likely be less than the other alternatives evaluated, so too would be the capabilities of such a solution.

DECISION POINT: Stakeholders agreed this option would not address the key problems facing HS business needs and challenges in providing healthcare in general. In addition, it does not create operational efficiencies. As a result, given the many permutations this approach could take on, it was decided a cost analysis was not needed.

Organizational Alignment and Impacts

Implementing an electronic chart system partially aligns with the mission, vision, and objectives of ODOC HS. This approach would likely result in a digital solution made up of a variety of products (both hardware/software) that could replace the paper chart and improve how HS works, but at best only marginally. When benchmarking against the selection criteria, this option was the fourth lowest scored approach of the five options.

Initial	**32**
Weighted Score	**119**
Relative Solution Rank	**4**

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Conclusions and Recommendations

CONCLUSIONS

The pursuit of an EHR solution must be weighed against many considerations—e.g., the costs, benefits, risks, and impacts involved with the modernization of current business systems and workflows, infrastructure concerns, end-user adoption, and so on. However, if an EHR solution is planned for, procured, and then implemented properly, better health outcomes in growing high- to low-risk populations have the potential to "pay dividends," as noted by the Correctional Health Care Costs Task Force (SB843-2013) in their report to the State of Oregon Ways & Means Subcommittee on Public Safety.[96]

Upon analysis, there is much to be gained in an EHR solution for all stakeholders. Staff would not labor under a largely paper-based process. Instead of locating and transporting a physical folder—sometimes several folders depending on the patient—digital data could someday follow a patient, instead of his or her paper chart. Staff would have faster, easier access to accurate, up-to-date information and secure health record data from different health providers, with a faster, more effective delivery of health services. Modern scheduling tools would be provided. There would be the promise of improved continuity of care, including institutional reassignments of custody and with outside providers and other health care systems. Resources (e.g., staff hours, time, materials, administrative oversight) devoted to the use and maintenance of paper records and "workarounds" could be preserved for more productive work.

The conclusion of this Stage Gate 1 Business Case is that an off-the-shelf product would best meet the needs of ODOC HS, come with a lower cost than a custom solution, provide the most benefit, and pose the least amount of risk. During Stage Gate 2, how specifically the product will be hosted (SaaS vs. on-premises) will be explored in greater detail with preference given to vendors who can provide a "true" SaaS option when all else is equal.[97]

RECOMMENDATIONS

After carefully analyzing and considering the different approach alternatives for an EHR, this Stage Gate 1 Business Case analysis found that the COTS/SaaS EHR options show to be better fits with business and technical needs than the other alternatives that were analyzed. During Stage Gate 2 the development of the Detailed Business Case, different types of EHR products will require evaluation against the recommended alternatives.

High-Level Project Plan

As part of this Business Case's recommendations, a high-level plan has been included, please see *Appendix E: High-Level Project Plan*. The plan itself has been structured in such a way that it aligns with the Stage Gate

[96] This recommendation from the Correctional Health Care Costs Task Force to the Ways & Means Subcommittee on Public Safety came after the Task Force reviewed nationwide efforts to increase efficiencies and prioritized recommendations based on projected impact." ODOC, 2013 -15 Current Legislatively Approved Budget, "Health_services_arb_15-17.pdf," 36 Link.

[97] The primary reason the on-premises hosting option should not be discounted at this point is that detailed requirements gathered in Stage Gate 2 and product demonstrations may reveal that certain EHR products better align with HS needs, but don't have a cloud hosting option. In which case, ODOC would need to reevaluate how important maintainability and availability are to the organization relative to other needs.

Review process, State of Oregon legislative budget cycles, pre-existing HS planning, and the guiding principles of the Enterprise Technology Services Strategic Plan and DAS Enterprise Technology Services Strategic Plan. [98,99]

The plan begins November 1, 2016 and lasts through June 30, 2023, spanning nearly seven years and more than three biennia. The scope of work summarized in the High-Level Project Plan has been broken into four distinct phases, shown below:

Table 16. Phase, Stage Gate, and Task Breakdown

Phase	Stage Gate	High Level Tasks
Concept (Current)	1	• Business Case and Supporting Information – High Level • 2017-2019 Policy Option Package (POP) • Stage Gate 1 Endorsement
Initiation & Planning **Nov-2016 to Jun-2019**	2 & 3	• Establish Steering Committee • Procure PM / BA / QC Services • Detailed Analysis (Solution Requirements, Alternatives, etc.) • Business Case and Supporting Information – Detailed • Foundational Project Management Artifacts • Hardware and Equipment Upgrades • 2019-2021 POP • Solution Procurement • Stage Gate 2 and 3 Endorsement
Execution **Jul-2019 to Nov-2020**	4	• Implementation of EHR system solution • Gap Analysis - solution features vs. business processes • Staff and User Training • Quality Control • Status and Progress reporting • Stage Gate Review artifact upkeep • 2021-2023 POP • "Go-Live" • Stage Gate 4 Endorsement
Monitor and Closeout **Nov-2020 – Jun-2023**		• One-year post "Go-Live" support (PM, BA) • Transition from the closed project to operations and maintenance.

Later phases will establish more granular task work, as well as alternative funding sources, if the POP is not approved.

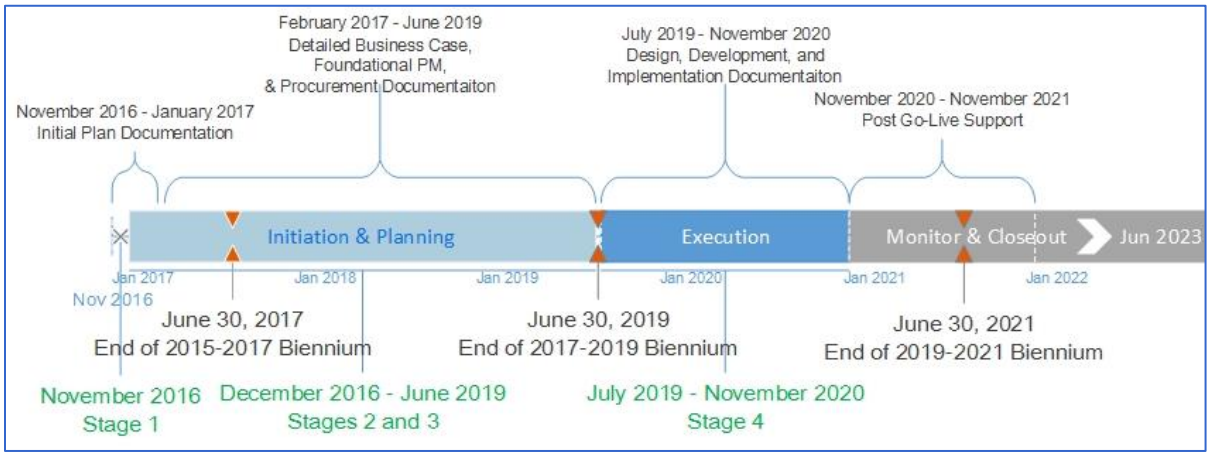
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[98] Department of Administrative Services, "Enterprise Technology Services Strategic Plan – 2015 Update," ETS Roadmap for 2012–2016. Link
[99] Department of Administrative Services, "Enterprise Technology Services Strategic Plan – 2015 Update," ETS Roadmap for 2012–2016. Link

Schedule

The following timeline illustrates the work planned between Nov-2016 and Jul-2023 when proceeding with the approach of procuring and implementing an on-premises COTS for SaaS-based EHR.

Figure 6. High-Level Project Plan for On-Premises COTS/SaaS-Based EHR Solution



See the *High-Level Project Plan* section, as well as *Appendix E: High-Level Project Plan* for a more detailed discussion of the schedule and related high-level tasks.

Budget

The Alternative Analysis revealed the TCO for an EHR to be roughly $13.5 million over a 10-year period, or roughly $10.95 million between November 1, 2016 and June 30, 2023. Focusing on the timeline and four phases outlined in the previous sections, HS anticipates and plans for the following costs through June 30, 2023 (see *Appendix C: Financial Analysis* for more details):[100]

Table 17. High-Level Timeline by Phase, Biennium, Task, Cost

Phase	Biennium	Description	Total
Concept	2015-2017 (Funded)	• Business Case – High Level ($89,000) • PM / BA through June 30, 2017 ($316,200) • HIPAA Evaluation ($90,000)	$ 495,200
Initiation & Planning	2017-2019 (Requested)	• PM / BA / QC Services ($1,666,880) • Other ($33,920)	$ 1,700,800
Execution	2019-2021 (Planned)	• Software Purchase / Subscription ($ 3,500,000) • PM / BA / QC Services ($ 1,500,000) • Hardware Purchase / Upgrade ($580,000)[101]	$ 5,580,000
Monitor & Closeout[102]	2021-2023 (Planned)	• PM / BA / QC Services ($ 768,000) • Software Licensing ($ 2,000,000) • Hosting ($ 400,000)	$ 3,168,000
Total			**$10,944,000**

[100] The estimates for EHR were loosely benchmarked against already funded and requested funds as well as anticipated costs beyond the 2017-2019 biennium. The costs are an approximation and will be updated as the project proceeds past concept. Policy option packages for General Fund dollars are expected to fund the project through June 30, 2023.
[101] Regardless of how the EHR solution is hosted, ODOC HS anticipates that over the course of the project, one PC will need to be upgraded/purchased for every member of HS. Although these upgrades may occur through normal PC lifecycle management, the $580,000 referenced here has been included in the event standard PCs and their configuration are not compatible with the chosen EHR product.
[102] Software licensing and hosting fees have used a pessimistic estimate of $1.2 million per year for budgeting purposes.

Risks

Utilizing the DAS project risk model, implementation of a COTS/SaaS EHR solution within a correctional setting is anticipated to be of medium risk with a risk score of 60. The impact of risks associated to the procurement and implementation of an EHR solution will have to be closely monitored. Risks to the EHR project include areas of funding, workforce culture/training, user adoption, networking, devices, interdepartmental collaboration, external dependencies, and more. Because of this, HS plans to provision a risk log to identify and mitigate any issues. For the discussion on risks involved with all Alternatives, 0 through 4, see *Appendix D: Risk Assessment*.

Project Governance and Methodology

A successful EHR project will be a well-managed one. The key stakeholders on the current EHR project should continue to represent the organization and provide the input needed across the various ODOC business areas while the EHR Steering Committee oversees the project while establishing the vision, direction, and strategies of the EHR Project and addressing any major business issues.

Moving forward carefully considered project management methods should be embedded at all layers of the project and based on the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) and the Business Analysis Body of Knowledge (BABOK). These methodologies provide a detailed and extensive support system of instructions, templates, reports, and flow charts for every aspect of project management and business analysis.

Effective implementation of unified PM strategy means that oversight, control mechanisms, and other project management (PM) artifacts are used to guide planning and deployment. A cohesive PM plan will help bring the chosen EHR solution to life and enable greater internal and external transparency of progress and activities while project tasks, schedule, and budget are regularly monitored and periodic communication is provided. Change management should also be carefully considered at all layers of the project, since scope, schedule, and/or budget change management may result from changing legislative mandates, new rules, expanded business requirements, or new technology.

CONSEQUENCES OF THE FAILURE TO ACT

While there are clear risks associated with procuring and implementing a COTS EHR, the risk of inaction – choosing the status quo – poses the continuation of persisting business and technical problems hindering the ability to provide patient healthcare.

Instead of improving overall data quality, security, and sharing of health care decisions, paper file folders will continue to accumulate, creating more operational challenges with storage and / or risk of confidentiality breach. Furthermore, the timely accessibility to health records data will continue to pose issues, as an estimated $3 million per year is spent on activities associated with locating and moving paper health records. This is not to mention the day-to-day physical and scheduling strains associated with the paper file folders themselves, which an EHR solution could address.

Not acting doesn't just affect internal efforts; it limits the potential participation and streamlining of services/partnerships with outside parties who have a stake in the quality of ODOC health services, e.g., hospitals, doctors, critical care facilities, and other ODOC partners. With limited participation and exchange of information, the continuity of care provided to patients will be impacted making it more difficult for ODOC to achieve its mission of providing the highest level of public safety possible by reducing the risk of future criminal behavior. ODOC health care grievances will also be more difficult to track and respond too.

Choosing not to modernize business processes and systems, ODOC will miss an opportunity to advance technologically to what would be considered acceptable national healthcare standards and fall further behind Federal, State Executive Orders, DAS, OSCIO, other governing agencies, and national health systems.

Without providing HS staff and administrators more modern digital toolsets designed to help share and leverage patient medical history, staff will continue to resort to manual processes and supplemental technology systems as "workarounds" due to the deficiencies of the current paper/electronic patchwork system(s). This business process avoids the seamless integration of patient- and evidence-based information making accurate, precise, compliant and meaningful measurement reporting (e.g., CORE, KPMs, and other performance initiatives) more difficult.

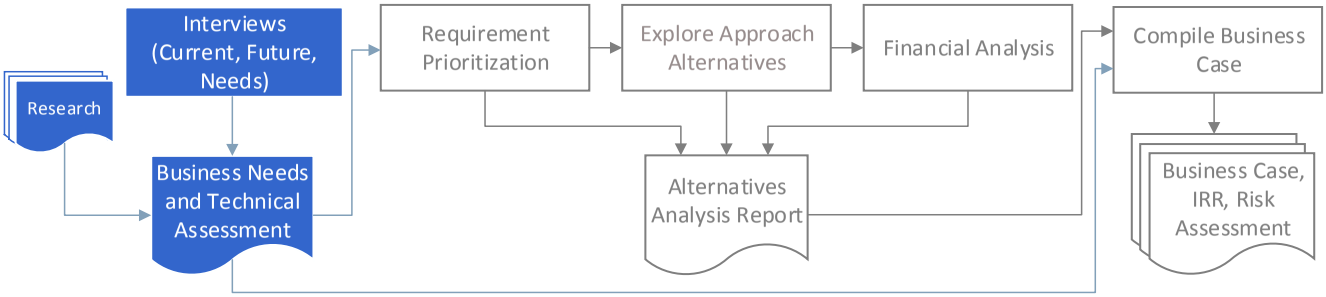
Furthermore, leaving us in dark ages by not investing in an EHR system will make it extremely difficult to recruit newly trained medical professionals. With the combination of new technology and trained staff, this will allow us to further improve our efficiencies, quality, and streamline our operations. The bottom line is that ODOC cannot afford to be a health care technology dinosaur!!

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Appendix A: Business Needs and Technical Assessment

The diagram below highlights (in blue) the scope of work and material that made up the Business Needs and Technical Assessment (BNTA) phase documentation, and how material from this document has informed later stages by providing the foundational information needed to prioritize requirements and explore alternative options for an EHR solution. In addition to helping drive the Alternatives Analysis Report, content included within this assessment supports the Business Case, which ultimately will be used to support business decisions while seeking approval of an EHR solution.

Figure 7. Business Needs and Technical Assessment Phase



Below is a synopsis of the BNTA's sections, followed by pertinent supplemental material that has been highlighted throughout the body of the Business Case above. For further details, see the BNTA standalone document that has been provided in support of this Business Case.

BNTA Methodology and Documentation

As previously mentioned, the BNTA was the result of a 4-month long research and analysis effort that included 24 formal meetings with project stakeholders, subject matter experts (SMEs), and related support services staff, as well as numerous informal ad-hoc discussions. These meetings provided input from more than 50 different individuals. In addition to SME interviews and analysis sessions, 342 people from HS participated in a survey that helped inform the analysis effort (over 65% participation). It was not uncommon for SMEs to participate in more than one formal meeting when touching on different topics. The analysis also included extensive background research and onsite tours and interviews at Coffee Creek Correctional Facility (CCCF) and Oregon State Penitentiary (OSP).

Compiling all this information into the BNTA document, the organization breaks into three sections that progressively build off each other: (1) beginning with a current state assessment of HS (business workflows, tools, technical capabilities, etc.), (2) moving to the desired future state (identifying opportunities or needs resulting from issues identified in current state), and (3) concluding with high-level requirements.

1. **Current State (As-Is) Assessment:** While business analysis work had been accomplished in this area before with previous Business Cases, as evidenced by the Interviews and research phase, this assessment started from the ground up and worked tirelessly to capture a snapshot, with observations and notable issues, of the current-state business workflows and systems related to a potential EHR solution for HR and ITS. See the following linked sections below for more details.
    - *SME Participation*: Includes a log summarizing SME participation over the 4-month assessment.

- *Survey Results*: 342 people from HS participated in the survey (over 65% participation).
-
- *Health Services Supplemental* Information

2. **Future State (To-Be) Assessment:** The current state assessment revealed a multitude of issues related to six primary business areas:

    1. Continuity of Care
    2. Compliance with Regulations
    3. Measurements
    4. Evidence-Based Decision Making
    5. Technical Debt
    6. Data Management

    See *Issues and Opportunities* below for a detailed future state assessment matrix of needs based on issues uncovered during the current-state assessment.

3. **High-Level Functional and Nonfunctional Requirements:** A comprehensive set of high-level functional and nonfunctional requirements was derived from SME meetings, stakeholder requirement discussions, reviews of past Business Cases, analysis of the current, and desired environments and capabilities, and industry best practices. The requirements provide the foundation for analyzing solution options in the Alternative Analysis Report and subsequent deliverables. See *High-Level Business Requirements* below for a complete listing of the functional and nonfunctional requirements.

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SME Participation

The research-and-discovery effort included 24 formal meetings with project stakeholders, subject matter experts (SMEs), and related support services staff, as well as numerous informal ad-hoc discussions. These meetings provided input from more than 50 different individuals. It was not uncommon for SMEs to participate in more than one formal meeting when touching on different topics. The analysis also included extensive background research and onsite tours and HS personnel interviews at Coffee Creek Correctional Facility (CCCF) and Oregon State Penitentiary (OSP). In addition to SME interviews and analysis sessions, 342 people from HS participated in a survey that helped inform the analysis effort. The BNTA standalone document provides a roster of the formal analysis meetings held and those involved, see “ODOC_SME_Roster.xlsx.”

Survey Results

Health Services completed an online survey to capture the current state of knowledge and existing capabilities across its staff. The survey was available online using Survey Monkey for the period of August 2 through August 16th, 2016. Below are the different surveys documents:

- ODOC_HS_Survey_Data_All_16Aug16.pdf
- Question_13_ EHR_Conerns_SURVEY.xls
- Question_14_Benefits_To_EHR_SURVEY.xls
- Question_15_Computer_Systems_To_Do_Your_Job_SURVEY.xls
- Question_16_EMR-EHR_Experience_SURVEY.xls

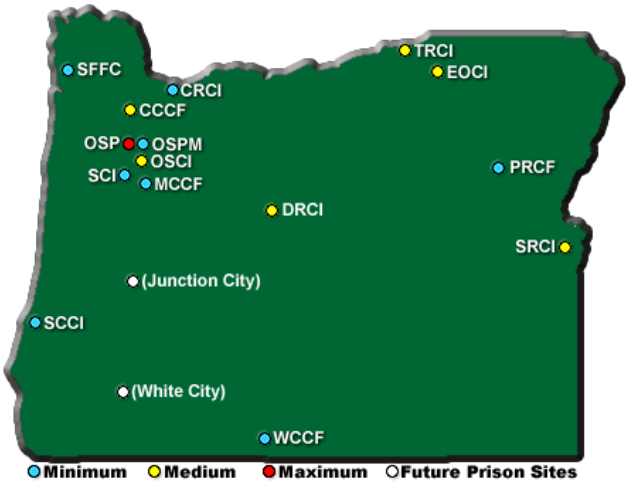
Health Services Supplemental Information

Below is supplemental information as it relates to the Health Services.

Institution Location, Distances, and Services

The below image identifies institution locations and security levels (minimum, medium, and maximum) within the State of Oregon.[103]

Figure 8. Institute by Geographic Location in Oregon



The following table identifies each institutions security level, capacity, and driving distance from intake located at CCCF:

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Table 18. List of Institutions by Facility, Security Level, Capacity, Driving Distance, Patient Services

Abbr.	Facility / Security Level	AIC Capacity	Driving distance from Intake in Miles
CCCF	Coffee Creek Correctional Facility / Min, Med	1685	0 (Intake)
CRCI	Columbia River Correctional Institution / Min	595	26
DRCI	Deer Ridge Correctional Institution / Min, Med	2002	130
EOCI	Eastern Oregon Correctional Institution / Med	1659	223
MCCF	Mill Creek Correctional Facility / Med	278	37
OSCI	Oregon State Correctional Institution / Med	880	37
OSP	Oregon State Penitentiary / Max	2194	36
PRCF	Powder River Correctional Facility / Min	341	319
SCI	Santiam Correctional Institution / Min	466	36
SCCI	Shutter Creek Correctional Institution / Min	302	201
SRCI	Snake River Correctional Institution / Multi	3062	388
SFFC	South Fork Forest Camp / Min	204	59
TRCI	Two Rivers Correctional Institution / Min, Med	1897	207
WCCF	Warner Creek Correctional Facility / Med	472	340

[103] ODOC, "State Map - Prisons." Link

The following table provides the high-level view for patient services across the 14 institutions.

	Medical Clinic	Dental [104]	BHS	X-Ray	Infirmary	Dialysis	Security Level	AIC Capacity
CCCF	X	X	X	X	X	X	Min/Med	1,685
CRCI	X	X	X				Min	595
DRCI	X	X	X	X			Min/Med	2,002
EOCI	X	X	X	X	X		Med	1,659
MCCF	X						Med	278
OSCI	X	X	X	X			Med	880
OSP	X	X	X	X	X		Max	2,194
PRCF	X	X					Min	341
SCI	X	X					Min	466
SCCI	X	X					Min	302
SRCI	X	X	X	X	X	X	Min/Med	3,062
SFFC	X						Min	204
TRCI	X	X	X	X	X		Min/Med	1,897
WCCF	X	X					Med	472
Total [105]								16,037

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Facility and Staff Overview

HS employs nearly 550 individuals (with the new budget allowing for even more allocated positions).[106] HS staff make up approximately 12 percent of roughly 4,000 ODOC staff.

Table 19. Institution by Staff

Abbr.	Institution	Security Level	HS Staff	Total Staff, incl. HS Staff	AIC Capacity
CCCF	Coffee Creek Correctional Facility	Min/Med	102	412	1,685
CRCI	Columbia River Correctional Institution	Min	7	131	595
DRCI	Deer Ridge Correctional Institution	Min/Med	31	176	2,002
EOCI	Eastern Oregon Correctional Institution	Med	43	438	1,659
MCCF	Mill Creek Correctional Facility	Med	4	49	278
OSCI	Oregon State Correctional Institution	Med	21	253	880
OSP	Oregon State Penitentiary	Max	100	590	2,194
PRCF	Powder River Correctional Facility	Min	8	92	341

[104] Confirmed via communications with project IT liaison, 8/9/16.
[105] ODOC AIC Population Profile, 8/1/16.
[106] ODOC, Approved Budget Narrative 2017-19. Link

Abbr.	Institution	Security Level	HS Staff	Total Staff, incl. HS Staff	AIC Capacity
SCI	Santiam Correctional Institution	Min	10	113	466
SCCI	Shutter Creek Correctional Institution	Min	9	88	302
SRCI	Snake River Correctional Institution	Multi	80	893	3,062
SFFC	South Fork Forest Camp	Min	7	37	204
TRCI	Two Rivers Correctional Institution	Min/Med	51	482	1,897
WCCF	Warner Creek Correctional Facility	Med	13	102	472
Total [107]			486	3,856	16,037

HS Business Workflows

HS business processes (workflows) can been described as a "continuum of care" into and out of custody that can be divided into three main phases: intake, ongoing, and reentry. These phases are described in more detail in the following sections. Each section contains specific workflows and observations for the current state. See the Business Needs and Technical Assessment for graphical workflow diagram of the entire process, as well as a full list of forms used in the Health Record (see "paper_forms.xlsx.")

Intake (Phase 1)

Intake of AIC into ODOC occurs at the Coffee Creek Correctional Facility (CCCF) for the entire Oregon correctional system (exceptions that bypass CCCF include death row and youth offenders). Upon arrival at CCCF, AIC are processed into the system starting with the administrative task-receiving, in which the patient health information is established as paper health record or chart (using MS Word to be printed).

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Receiving is followed by an initial health care screening (medical, dental, and BHS), which is used to establish the health baseline for arriving AIC. All chart notes are handwritten and stored in a paper file folder. Following the initial health screening, the medical, BHS, and dental examinations are performed with medications ordered as needed. In addition, acute medical issues are addressed. At the conclusion of the first month of custody when the intake process concludes, the initial health record, health baseline, and treatment plan for AIC are to be completed. This process is key to the Oregon Accountability Model (OAM), in which health record data is used for analyzing the programs each AIC should complete before release to increase their chances for reentry success.[108] The AIC health status determined during intake guides the type of work an AIC can do safely, as well as appropriate treatments for alcohol and drugs.

Each of the sub-processes involved with intake are described in additional detail in the sections below. See the Business Needs and Technical Assessment for graphical workflow diagrams of each sub-process.

Receiving

Receiving is performed by a Registered Nurse (RN). The receiving RN establishes the AIC ODOC health record. In some cases, county jail health records arrive with AIC. Any arriving data will be processed and used in conjunction with questionnaires filled out by both RN and the AIC. The health record is created at this point, with roughly 30 percent reusing existing health records due to recidivism. The outcome of this step is to

[107] See BNTA in appendix, specifically "Facilities and Staffing.xlsx" file link under "Appendix C: Health Services Supplemental Information, "Facilities and Staffing.xlsx."

[108] "The Oregon Accountability Model encompasses the simultaneous, coordinated and efficient implementation of many Department of Corrections initiatives and projects that provide a foundation for inmates to lead successful lives upon release. " Link

establish a health record paper file for new each AIC and store it and all future health-encounter documentation in the AIC health record file folder(s).

Health Screening

Intake health screenings are questionnaire-style assessments performed by an RN during the receiving process. The data are mostly captured using Microsoft Word templates. In some cases, the Receiving RN will email with the county jails to obtain patient health data, especially when health records are not delivered with the AIC or there is conflicting information. The assessment of an individual AIC health status provides the initial database for health care to be recommended during custody.

Medical Evaluation

Medical evaluations are performed by a provider (physician, physician assistant, or nurse practitioner). The medical staff complete an assessment physical, including baseline lab tests, e.g., Tuberculosis (TB). Also during evaluations medication order(s) are made (see Ongoing Care detailing medication process).

Mental Health Screening and Evaluation

Upon admission to the Oregon Corrections CCCF Institution, AIC will be screened during intake for the presence of mental disorders by a BHS provider. The results of mental health screenings are maintained as part of the AIC health care record. Individuals who, as a result of the screening, are identified as at risk for mental illness will be referred for further evaluation by mental health staff. AIC with mental illness will be housed in a facility most appropriate for their treatment needs. Mental health screening is completed fourteen days from admission.

Dental Screening and Evaluation

AIC during intake should all undergo an initial dental screening, which provides the information required to decide if an examination will be required. Dental screenings must be completed within seven days of admissions. Dental screenings and evaluations are performed by dental assistants and dental providers. When needed, the initial dental screening staff will schedule the dental examination. Examinations can lead to additional appointments, and it is also possible the examination or follow-up appointments will be conducted at the institution the AIC is transferred to after intake is complete.

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Ongoing Care (Phase 2)

Ongoing care encompasses all aspects of AIC health encounters during the period of custody occurring between the intake and reentry phases. The level of services provided should preserve and maintain the health status of the AIC during custody.[109] During custody, AIC have 24/7 access to medical services.[110] The primary types of encounters include sick call (also known as nurse call-out[111]), BHS, dental, outside consult and transfer, optical, radiology, laboratory, and pharmacy services.

Each of the different processes and encounters that occur throughout custody are described in additional detail in the following sections, which include detailed workflows identifying the process flow associated with the different encounter types.

Sick Call

Sick call is the screening process for health care services. Sick call services are carried out by RNs. During sick call, a patient undergoes medical screening and treatment. In some cases, the screening will determine if a follow-up

[109] ODOC, Health Services Section Policy and Procedure #P-E-12, "Continuity of Care during Custody." Link
[110] ODOC, Health Services Section Policy and Procedure #P-A-01, "Access to Care." Link
[111] AIC patients submit sick call-slips to see a healthcare provider or for medical information. Sometimes these requests can accumulate to dozens per day. ODOC "Readiness Report: EHR Implementation Preparation," Findings ((January 8, 2015), 11.

appointment with a provider is needed. Sick call can be initiated through the kyte or sign-up process. CCCF and special housing unit's workflow cycle may differ. Each medical encounter resulting from a kyte or sign-up process necessitates medical staff, the AIC, and the health record being in the same location. Time required to search, pull, and deliver the paper health files for sick call is labor intensive.

Behavioral Health Services

Behavioral health services are targeted to AIC with severe or persistent mental illness. Short-term services are available to AIC who are not mentally ill, but who show high suicide potential or who are experiencing other emotional distress. Mental health treatment providers include: Qualified Mental Health Professional (QMHP), prescribing practitioner (licensed psychiatrist or mental health nurse practitioner).[112]

Dental

Dental services are performed by dental providers and assistants. Routine dental services are provided internally within 12 ODOC institutions. AIC who are in institutions without dental clinics are transported to the nearest equipped ODOC institution for their dental needs.[113] The therapeutic level of dental care is maintained through extensive procedures.[114] Dental encounters involve complex scheduling in which the use of ad-hoc software including Microsoft Access and Excel have been developed by the Dental unit to meet the demands of the complex scheduling and rescheduling processes.[115]

Pharmacy Services

The pharmacy provides medication and associated health devices to AIC and must provide for strict control and accountability for all medications prescribed for AIC.[116] Pharmacy services are provided and carried out by pharmacists, technicians, and RNs. Within pharmacy services, there are three primary workflows:

- *Medication Order* – The pharmacy currently prepares, packages, and distributes over 35,000 prescriptions per month to meet the medication needs of the system's 14,000 plus AIC.[117] A computer system called Correctional Institution Pharmacy System (CIPS) is used to order and create the medication labels.
- *Medication Administration Record (MAR)* – The MAR is a paper file maintained on a daily basis for each patient who is prescribed medications.[118] The pharmacy prepares medications per the MAR information and prints the MAR for use at the medication line. The MAR covers a full month and will be archived in the patient's health record at a later time.[119]
- *Medication Line* – Three times per day, patients "line up" to receive their medication. In some cases, patients have a quantity of keep-on-person (KOP) medication with them and self-administer according to the directions provided. Pharmaceuticals are delivered via carts to cell blocks, units, or patients go to a more centrally located medication line.

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[112] ODOC Health Services, "Behavioral Health Services: Mental Health Treatment." Link
[113] ODOC Health Services, "Dental Program." Link
[114] ODOC, Health Services Section Policy and Procedure #P-A-02.2, "Level of Therapeutic Dental Care." Link
[115] ODOC, Health Services Section Policy and Procedure #P-E-06.6, "Outside Dental Consultations or Treatment." Link
[116] ODOC, Health Services Section Policy and Procedure #P-E-06.6, "Pharmaceutical Operations." Link
[117] ODOC Health Services, "Pharmacy Services & Medical Stores." Link
[118] ODOC, Health Services Section Policy and Procedure #P-D-02.7, "Medication Administration Record (MAR)." Link
[119] BHS SME interview.

Radiology

ODOC provides general radiography services at seven correctional institutions in Oregon.[120] Services provided by HS are carried out by radiology technicians. Patients who require radiological exams, but are housed in facilities that do not provide services, are transported to the nearest facility offering radiological services or to the nearest contracted hospital or clinic. Upon completion of an x-ray exam, the digital images are then sent (manually mailed on CD-ROM) to contracted radiologists. Images which need immediate attention are taken to an approved radiologist in the community of the patient's home institution. Patients who need more advanced imaging procedures (e.g., MRI, CT scan) are scheduled at the nearest contracted hospital or clinic offering those modalities. [121]

Laboratory

Similar to most clinics and medical offices, HS relies upon contracted laboratory services.[122] For lab orders, the nurse takes sample(s) from a patient and prepares a courier for lab delivery. The procedure for the paper health record is to use stickers to clearly document in progress notes such as if a lab has been requested. Lab results must be communicated using non-electronic methods. Once results are returned, scheduling and reviews by the requesting provider must take place.

Optical

As with dental, outside consultations may occur for optometry specialties outside HS providers and/or facility capabilities. Providers are scheduled at institutions to provide basic exams. Optical services provide access to eyeglasses using the trust account system.[123, 124]

Transfer

A transfer is the process for patients moving among correction's institutions. Correctional officer and HS staff work together to complete transfers. Transfers encompass transport activities required to move patients. Transfer medical screenings are performed by health care personnel on all inter-institution transfers, patients returning from court, and all other patients with an established health record. These functions are necessary to ensure continuity of care. A transfer of a patient between two institutions includes preparing and delivering the health record with the patient. This includes medical and medication review prior to transport. The receiving institution will conduct an intake health record review and schedule any provider appointments and ensure all medications are ordered. [125]

Outside Consult

Offsite and inter-institutional medical referrals/transportation are governed by the Patient Escort Policy.[126] Correctional officers and Health Services work together to complete transfers. On average, ODOC provides 17 trips per day for patients to be treated by outside medical providers. [127] Transports include all patients leaving their facility for another ODOC facility or provider. [128] The average does not include hospital/in-patient

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[120] "A Quality radiology service for all Department of Corrections Health Services Departments is an essential component of patient health care." Source: ODOC, Health Services Section Policy and Procedure #P-D-04.2 "Radiology Services." Link
[121] ODOC, Health Services, "Radiology Services." Link
[122] ODOC, Health Services Section Policy and Procedure #P-D-04, "Diagnostic Services." Link
[123] ODOC, Health Services Section Policy and Procedure # P-G-10.1, "Eye Glasses." Link
[124] ODOC, General Services, "Central Trust." Link
[125] ODOC, Health Services Section Policy and Procedure #P-E-03 "Transfer Screening." Link
[126] ODOC, Health Services Section Policy and Procedure #P-E-10 "Patient Escort." Link
[127] Jody Stockton interview, 7/13/16.
[128] ODOC, Health Services Section Policy and Procedure #P-E-10 "Patient Escort." Link

discharges or emergencies. Outside consults include the need for dental, medical, optical, and diagnostic services.

Reentry/Discharge (Phase 3)

A component of effective health care, behavioral health, and developmental disability treatment planning is creation of long-range goals inclusive of discharge planning. As those in the AIC population near release, HS and BHS are involved in planning for successful continuity of care as individuals transition out of custody and into the community. Note: Although an initial reentry workflow diagram was drafted, the entire workflow is undergoing updates and is therefore not completed.

Supplemental IT Information

Below are supplemental health service applications used outside the DOC400.

Table 20. Supplemental Health Service Applications Outside the CIS

File	Purpose	Comments
Dental Scheduling (Excel)	Used to generate a "wait list" for future appointments	The workbook is made up of 3 sheets (Wait List, Completed, Dentures). Appointments within the workbook are added to CIS 1 month at a time, leaving gaps in scheduling to accommodate emergencies and shifting appointments.
TB Tracking (Excel)	Used to track patients who have tested positive for TB	Workbook identifies the following information: Name, SID, Date Positive, HIV Test Date, Check X-Ray, TB Lab Test, Start Date INH, LTBI Rx Contraindicated, DOC400
TLC Meeting List (Excel)	Used to track offenders that will be discussed in the TLC meeting.	Workbook identifies the following information: Patient Information, Diagnosis, Treatment Proposed, Committee Comments, and Recommendation
Special Housing / Special Status (Excel)	Used to track hours that patients are on suicide watch (SW) or close observation (CO)	Used to track high level statistics. Workbook identifies the following: Number of patients on SW, Total number of hours on SW, Number of patients on CO, Total hours on CO.
Special Housing / Special Status - by offender (Excel)	Used to track start and end times patients are on SW or CO	Workbook identifies the following information: Hours, Start D/T, End D/T, SID, Name, CTS Staff Assigning Status, Type (SW or CO)
Hospital Reporting Form (Excel)	Used in the infirmary to identify patients who have been sent to hospital on emergency issue	Nurse updates the file daily and distributes to nursing group. Workbook identifies the following information: Date Left Institution, Name, SID #, DOB, Problem, Dr., Location (taken to), Expected Length of Stay
Daily Dental Statistics (Excel)	Used to track the quantity of different procedures performed on a daily basis	A dental assistant updates the file manually each day.
Blue Mountain Log Sheet (Access)	Used to identify the images that will be sent to Cahaba for readings	Creates a "Log Sheet" which is sent with images and a copy is kept at the institution for tracking purposes. Information includes: Date, Name, SID#, Exam, Tech, 8x10, 10x12, 14x17, 11x14, 7x17, Comp., Rec.
Blue Mountain Radiology Report (Access)	Used to print a report for each image that is being sent on log	Creates a "Radiology Report" for each patient, which is sent with images. Information includes: Name, DOB, Date, SID #, Physician, institution, Address, Exam, History.

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File	Purpose	Comments
		Results from Cahaba are entered on the bottom portion of the report and faxed back to facility
Optical (Excel)	Used to track optical information for patients	Workbook tracks money requested, date, amount, confirmed (y/n), and scheduled (y/n)
Trips (Excel)	Used to track offenders out on trips	Excel checklist includes the following information: Signed authorization, CHP insurance, ICD codes, wheelchair need, attached picture to pink slip
Outside Consult Scheduling (Excel)	CTRS located person schedules appointments	Combines transport officer schedules with offsite appointment
Medical Records Archive (Excel)	Used to track business processes in Archive unit	Workbook includes three worksheets (Parole Chart Tracker, Overflow, Copy Log). Note: The copy log is used for HIPAA compliance to show all health records copied and delivered to outside requesting entity.
Sharps (Access)	Manages syringes	Workbook tracking when devices or objects, e.g., syringes, puncture or lacerate individuals' skin.

Additional computers systems and applications identified during the online Health Services Survey

Application/system	Purpose	Comments
Lync	Microsoft Suite	MS instant messaging is also used between staff.
UptoDate	EBDM Portal	http://www.uptodate.com/home
I-Learn		
ALERTIS	Immunization information	https://www.alertiis.org/ORPRD/portalInfoManager.do
Micromedex	Clinical information	http://micromedex.com/
Interpath Lab	Laboratory Services	http://www.interpathlab.com/Pages/default.aspx
Medscape	Clinical Information	http://www.medscape.com/public/about
Cardinal Health		http://www.cardinalhealth.com/en.html/
Cerner		http://www.cerner.com/
Psychiatry Online		http://psychiatryonline.org/
Mosby's	Clinical Decision Website	
Med-Line Drugs		https://medlineplus.gov/
Office Ally		https://cms.officeally.com/
EPIC Remote for Salem Hospital		
Scan Snap		
PhotoView		
Adobe Reader		
Telemate		
Cisco Polycolm System		
OISC Archive		
Lab and Billing CHP		
EasyLog USB		
i-Web		

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Issues and Opportunities

Below is a detailed future-state assessment of needs based on issues uncovered during the current state assessment. The issues have been grouped by the same topic areas from the current state assessment.

Health Services

Table 21. Health Services Issues and Needs

ID	Type	Issue	Needs
HS.1	Measure	Cost tracking may not be granular enough to analyze for budget and planning purposes.	Need ability to track costs much more granularly.
HS.2	Measure	There is limited ability to assess Provider performance.	Provide capability to capture and measure Provider performance metrics.
HS.3	Measure	Current platform does not support continuous readiness.	Platform needs to support continuous readiness.
HS.4	Measure	Current platform does not support CORE reporting.	Platform needs to support CORE reporting
HS.5	Measure	Current platform does not support managing quality.	Platform needs to support ability to manage quality.
HS.6	Measure	Current platform does not support Continuous Quality Improvement (CQI).	Platform needs to support CQI.
HS.7	EBDM	Current platform does not support dashboard capabilities.	Platform needs to support dashboard capabilities.
HS.8	Measure	Current platform does not assist in managing or tracking issues related to grievances.	Platform needs to support assist in managing or tracking issues related to grievances.
HS.9	Measure	Current platform does not support understanding patient satisfaction versus patient grievances.	Platform needs to support understanding patient satisfaction versus patient grievances.
HS.10	Measure	Current platform does not support staff accountability.	Platform needs capability to measure and manage support staff accountability.
HS.11	Measure, EBDM	Inability to review timely information needed for performance management.	Need ability to review timely information needed for performance management.
HS.12	Measure, EBDM	Current platform does not support data needed to reduce transport costs.	Platform needs capability to support data needed to reduce transport costs.
HS.13	Tech Debt, EBDM	Current platform does not support ability to partner with health care organizations digitally.	Platform needs to support ability to partner with health care organizations digitally.
HS.14	Data Mgt	Health record sets are taking up room that could be used for office space, exam rooms, etc.	Need ability to better use space by moving to digital files.

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ID	Type	Issue	Needs
HS.15	Compliance	Current platform does not support HIPAA compliance.	Platform needs to support HIPAA compliance.
HS.16	Measure	Inability to ensure standard and quality of therapeutic care through quality measures	Inability to ensure standard and quality of therapeutic care through quality measures
HS.17	Continuity, Measure, EBDM	Current platform does not support population management	Platform needs to drive population management.
HS.18	Continuity	Current platform does not support delivering care faster	Platform needs to support delivering care faster.
HS.19	Continuity	Health staff do not have access to the health data when they need it.	System needs to provide HS staff access to health data on demand.
HS.20	Continuity	Appointment management is an issue	System needs to manage / interface with scheduling appointments.
HS.21	Data Mgt	Paper charts create duplicative tasks raising costs	System should reduce and streamline health care by reducing redundant tasks.
HS.22	Data Mgt	Labs can be lost	System needs to track and retain labs.
HS.23	Measure	Current platform does not support pinpointing failures	Platform needs to support pinpointing failures.
HS.24	Continuity	Current providers do not chart extensively	System must be improved to improve charting.
HS.25	Measure	Current platform does not support performance for following guidelines	Platform needs to support performance for how well guidelines are being met.
HS.26	Compliance	Considerable time is required to prepare for an NCCHC survey due to the challenge of mining information from the paper-based medical record.	Platform provides HS with ability to analyze performance and generate reports in little time.

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Health Record

Table 22. HEALTH RECORD ISSUES AND NEEDS

ID	Type	Issues	Need
HR.1	Continuity, EDBM	Health Services (Provider, Nurses) patient encounters occur regularly without access to the patient's health record. The reason stated is that the paper files cannot be located.	Eliminate medical encounters with that occur without patient health record available during encounter.
HR.2	Continuity, Data Mgt	Across the department, thousands of hours per year are currently required by all type of staff in locating health record sets.	Eliminate the thousands of hours per year currently required by all type of staff in locating whereabouts of health files.
HR.3	Continuity, Compliance	Medical errors can occur due to illegible provider handwriting. This is also noted in the Agency Request for Budget.	Eliminate handwritten-based medical errors.
HR.4	Compliance	HIPAA data security compliance monitoring.	Comply with HIPAA data security.
HR.5	Compliance, Data Mgt	DAS information asset classification maturity stage unknown.	Implement data asset classification.
HR.6	Tech Debt	Telemedicine user's ability to review identical chart digitally is not available. Chart data is duplicated via copy/fax. To gain the best return on investment while improving care, this would be addressed. This is also noted in the Agency Request for Budget.	Provide telemedicine users ability to review identical chart digitally.
HR.7	Compliance	May not be in compliance with Oregon's confidential information policy.	Comply with Oregon's confidential information policy.
HR.8	Compliance, Data Mgt	May not be in compliance for confidentiality of a patient's written or electronic health record per NCCHC.	Provide ability to measure level of compliance daily.
HR.9	Measure	Little to no ability to measure level of regulation compliance with paper chart.	Need to automate measurement of level of regulation compliance.

ID	Type	Issues	Need
HR.10	Tech Debt	Archive health records has no automation for processing on average 200+ monthly records requests.	Medical Records unit needs ability to process health records requests electronically to automate standard requests and comply with HIPAA reporting requirements.
HR.11	Data Mgt	There is currently no active ITS information security management for the paper health record.	New system needs to provide active information security management.
HR.12	Data Mgt	Health records archive manually handles redundant content. Roughly 30% of released patients' archived files are requested upon their return to custody.	Medical Records need to be virtually pulled from archive without manual intervention by Medical records staff.
HR.13	Data Mgt	Inability to manage the quality of health record set data. The only identified health record set data integrity audit is once at the institution. Institutions do their own audits before sending health record set to Archives.	Health Record Set needs quality and integrity capabilities inherent to an electronic system.
HR.14	Compliance, Measurement	Parts of the system are auditable. Workstations and servers can be scanned for HIPAA compliance, but there is an inability to audit existing supplemental applications (MS Word/Access) and paper-based systems for HIPAA data security compliance.	System needs to measure compliance for data security.
HR.15	EBDM	At times, medications are being incorrectly prescribed without ready access to an updated MARs.	System needs to eliminate inability to locate MARs.
HR.16	Continuity	The "Management of Health Records" policy states, "The written and electronic health care record of each inmate is to be available to the medical, dental and behavioral health providers at the time of the encounter with the inmate." is not being met.[129]	System needs to meet the policy and procedure requirements for Management of Health Records, specifically, providing the health record to the provider at the time of the encounter with patient.

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[129] ODOC, Health Services Section Policy and Procedure #P-H-03, Management of Health Records, Health Services Section Policy and Procedure, "Standard for Health Services in Prisons," 140. Link

ID	Type	Issues	Need
HR.17	Tech Debt	HS spends $100,000 per year purchasing folders for the health record.	System needs to eliminate/reduce the cost associated with the paper-based folders.

Workflows

The following workflows cover the entire continuum of care: intake, ongoing, reentry.

Table 23. Health Services Issues and Needs Throughout Continuum

Intake

ID	Type	Issue	Need
WFI.1	Continuity, Data Mgt	Providers, MSNs, RNs, and every clinic personnel interviewed mentioned looking for the health records consumed their day by minutes if not hours.	Eliminate the thousands of hours per year currently required by all type of staff in locating health files.
WFI.2	Continuity	Ability to reconcile medication needs can cause delays providing medication to patient.	Eliminate all manual medication reconciliations.
WFI.3	Continuity	Patient health record sets contents not available to all medical providers simultaneously.	Provide patient health record access to medical providers simultaneously.
WFI.4	Continuity	Ineffective communication of assessment results among appropriate provider type (Medical, BHS, Dental).	Provide effective method(s) for providers to share assessment results with other providers.
WFI.5	Compliance, Tech Debt	Communication of health data between external sources and R&D Nurse may not currently be meeting HIPAA or OSCIO security requirements.	Provide method for R&D nurse to obtain health data securely and in compliance with HIPAA and OSCIO. Moreover, compliance reporting needed.
WFI.6	Continuity	All interviewed stated Illegible handwriting occurs more often than not in charts.	Eliminate illegible hand writing errors.
WFI.7	Continuity	R&D Nurse unable to obtain secure health data through Oregon Health Information Exchange.	Provide R&D nurse with the ability to obtain secure health data via the Oregon Health Information Exchange.
WFI.8	Continuity	AIC do not always have access to prescribed medications during transfer and intake processes.	New system needs to increase access to prescribed medications during transfer and intake.
WFI.9	Data Mgt	Patient-Doctor encounters are fewer due to the time spent searching for the paper-based health record file.	Eliminate the thousands of hours per year currently required by all type of staff in locating health files.

ID	Type	Issue	Need
WFI.10	Compliance, Tech Debt	Health data transmission encryption standards are handled differently depending on application, network.	Platform needs to support transmission encryption standards.
WFI.12	Compliance, Tech Debt	Health data may not meet storage encryption standards.	Platform needs to support storage encryption standards.

Ongoing

ID	Type	Issue	Need
WFOC.1	EDBM, Compliance	Rescheduling occurs by OS. Scheduling the BHS patients is a clinical decision not for OS.	Eliminate non-clinicians making clinical decisions related to scheduling.
WFOC.2	Compliance	BHS provider notes are only documented in paper chart to maintain privacy compliance.	Need system to comply with privacy mandates and report on performance.
WFOC.3	EDBM, Compliance, Data Mgt, Continuity	BHS providers require current medication information, but the current process using paper-based charts and MARs, however, does not provide this. Not only do BHS providers not have access to current medication information, the paper-based MARs can be up to 2 months out of date.	All providers require access to current (within a day) medication usage.
WFOC.4	Continuity, EBDM	BHS provider handwritten notes in the paper chart and MAR paper system increase risks for medical errors	Eliminate medical errors generated from handwritten input.
WFOC.5	Tech Debt	CIPS is not integrated with system of record. Takes extra time to log in to and review some medication information for the encounter.	System needs to integrate Pharmacy system.
WFOC.6	Continuity	Providers state handwritten charts are almost never readable.	Eliminate medical errors generated from handwritten input.
WFOC.7	Continuity, Compliance	General population BHS encounters are completed without charts roughly 20% of the time.	Eliminate GP BHS encounters without charts.

ID	Type	Issue	Need
WFOC.8	Continuity, Compliance	In-patient population BHS encounters are completed with roughly 10% of the time without charts as they are not located in time for encounter.	Eliminate in-patient BHS encounters without charts.
WFOC.9	EBDM, Continuity	There is a fear of liability due to mistakes that can result from the paper-based health record.	Provide appropriate communication methods for providers to discuss patient care and decision making.
WFOC.10	Continuity	Some providers still use manual handwritten orders.	Eliminate manual handwritten orders.
WFOC.11	Continuity	The pill line preparation is a time intensive manual process that is error prone.	Streamline pill line preparation and reduce errors
WFOC.12	Data Mgt	The paper MAR is handled so much during a month that it can be difficult to read. Sometimes a MAR must be rebuilt by hand as the paper wears out.	Eliminate the possibility a MAR would wear out.
WFOC.13	Compliance, Measure	Pharmacies are required to electronically report data no later than 72 hours after dispensing a prescription drug that is subject to the prescription monitoring program.	Comply with policy to electronically report within 72 hours that a prescription drugs has been dispensed. Management needs to assess compliance continuously.
WFOC.14	Continuity, Compliance	Health record set is not always delivered with patient. Compliance with Policy and Procedures.	Eliminate the need to deliver patient health record set physically.
WFOC.15	Continuity	Scheduling capability does not work simultaneously with health services, transport and receiving institution. Excel and phone calls are often required.	Eliminate inefficiencies due to multiple scheduling methods.
WFOC.16	Tech Debt	RN uses a sticker system to alert of transfer to anyone accessing the paper health record	Eliminate the need to manage system alerts of transfers using a paper sticker.
WFOC.17	Continuity	Scheduler does not have access to medical records to know if Labs are completed.	Provide scheduler access to health record for Lab related information

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ID	Type	Issue	Need
WFOC.18	Tech Debt	Chart notes are on a yellow sheet and unable to fax effectively, requiring extra work to photocopy before faxing.	Eliminate the need to photocopy and fax yellow sheet charts.
WFOC.19	Continuity	Follow-up labs. The scheduler must connect the provider with OS2 to find out if labs are complete before scheduling follow-up(s).	Eliminate the need for scheduler to connect outside providers with the OS2 to find out status of labs.
WFOC.20	Continuity	A notification capability does not exist for providers and their schedulers to know when radiological services are completed. Without proper notification it is inefficient to know when to reschedule next appointment.	Provide automated provider/scheduler notifications for when radiology services are completed.
WFOC.21	Continuity	Unlike private clinics where x-rays are ordered and completed during the office visit, x-rays become a second appointment at a later date generating a third appointment for patient to speak with provider regarding the x-ray reading.	Eliminate the manual scheduling for follow-on appointments.
WFOC.22	Continuity	One or several providers need to know when the x-ray has been reviewed and the report faxed back to HS or returned by mail. There currently is not a notification capability within the DOC400 or extended applications. The lack of a notification system is also an issue with labs and ultrasound reports.	Provide automated provider/scheduler notifications for when radiology services are completed. Also extend same need for ultrasound and labs.
WFOC.23	Tech Debt, Data Mgt	There is not a unified digital management approach to using vendor data offerings, e.g., easily accessible x-ray and ultrasound storage. Technicians discussed companies having these capabilities.	Provide a unified digital management approach for using x-ray, ultrasound, labs, systems
WFOC.24	Continuity, Data Mgt	Health record must be pulled to attach returned lab results	Eliminate the need to find a health record to add a printed lab result.

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ID	Type	Issue	Need
		received via fax, phone, or postal mail.	

Reentry

ID	Type	Issue	Need
WFR.1	Continuity	Community resources used are not tracked at this time, with "no time to do this now."	Provide ability for community resources and related contacts to be tracked.
WFR.2	EBDM	There is not an ODOC-wide discharge ranking standard. Each institution does their rankings slightly differently.	Provide an enterprise approach to discharge rankings to standardize across all institutions.
WFR.3	Measure	Unable to and track outside consult encounters, labs, and service reporting (radiological reading, etc.).	Need ability to track outside consults, labs and service reporting (radiological reading, etc.).
WFR.4	EBDM	Health record set is not reliable. Reentry administrative person must research unreliable chart information.	Need to improve patient health record data reliability.
WFR.5	Compliance	Potential issues (privacy) of health data being sent to community providers, Social security, medical appointments.	Need to provide enterprise approach to delivering requested health data outside ODOC.

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Information Technology

Table 24. IT Issues and Needs

ID	Type	Issue	Need
IT.1	Data Mgt	Helpdesk support both within ITS and ETS are insufficient to provide 24/7/365 support.	If 24/7/365 helpdesk support is required, ITS and ETS will need be reconfigured/updated and available resources increased. Note: Solutions may include vendor helpdesk services.

ID	Type	Issue	Need
IT.2	Data Mgt	In addition to the Service Manager, issues related to Xerox printers or reported to ETS have to be double entered into separate service desk systems (ETS uses S3 service desk)	Improve single entry and use for logging issues.
IT.3	Compliance	Vulnerability scans are done. Scans do not incorporate HS specific needs at this time.	HS needs to communicate needs to IT support services.
IT.4	Data Mgt	Responsible for the security of all data and information such as the patient health record (paper chart) is Information Security Officer (ISO) responsibility.	Platform needs to meet at least minimum data security best practices, mandates, and standards.
IT.5	Data Mgt	Portable hard drive usage is prevalent and is not compliance with the ODOC Policy "Controlling Portable and Removable Storage Devices."[130]	The system needs to alleviate the need for portable hard drives for employees.

High-Level Business Requirements

Below are the BNTA's high-level functional and nonfunctional requirements derived from SME meetings, stakeholder requirement discussions, reviews of past Business Cases, analysis of the current, and desired environments and capabilities, and industry best practices. The requirements will be used when drafting the RFP and evaluating electronic-based health record systems.

Functional and Nonfunctional Requirements

The requirements have been grouped into two logical categories (business process functional and non-functional requirements). Each requirement has been given a Requirement ID (REQID), Issue ID, and Description. Note that the Issue ID can be tied to the issues identified in the Current State Assessment.

Table 25. Business Process Functional Requirements

REQID	Issue ID	Description
BPF.1	HS.19	System provides health workers the single authoritative patient health record ("system of record").
BPF.2	HR.1, WFI.2	System provides health workers access to health records for every health encounter, regardless of housing type (general population, infirmary, etc.).
BPF.3	WFI.4, WF.5	System allows health workers to simultaneously access patient health records.

[130] ODOC, "Acceptable Use of Electronic Information Systems," 60.1.1 (effective 12/15/08). Link

REQID	Issue ID	Description
BPF.4	WFI.7	System provides health record content searching.
BPF.5	HS.20	System provides appointment/scheduling capability.
BPF.6	HS.22	System provides automated provider/scheduler notifications for when labs/x-ray and other diagnostic services are completed.
BPF.7	WFOC.17, WFOC.22	System provides capability to track outside consults, labs, and services reporting (radiological reading, etc.).
BPF.8	HS. 4, HS.11	System provides capability to capture and measure provider performance metrics.
BPF.9	HS.10	System provides capability to measure and manage staff performance and accountability.
BPF.10	HS.23	System provides capability to pinpoint failures.
BPF.11	HS.5	System provides capability to manage health services quality.
BPF.12	HS.6	System provides ability to measure Continuous Quality Improvements (CQI).
BPF.13	HS.17	System provides capability for Health Services to conduct population management.
BPF.14	HS.7	System provides dashboard capability for management reporting.
BPF.15	HS.8	System provides managing or tracking issues related to grievances.
BPF.16	HS.9	System provides capability to track patient satisfaction and patient grievances.
BPF.17	HS.12	System provides capability to use and analyze data needed to reduce transport costs.
BPF.18	Interface	System replaces Patient Health Plan but continues to interface with CIS "Master" schedule used by operations.
BPF.19	Interface	System interfaces with the Health Status Program of CIS.
BPF.20	Interface	System interfaces with Counseling and Treatment Services (CTS) Program of CIS.
BPF.21	Interface	System interfaces with the Face Sheet program of OMS.
BPF.22	WFOC.5	System interfaces with CIPS.
BPF.23	HR.4	System exposes HIPAA compliant data to Data Warehouse (SAS).
BPF.24	HS.13	System provides capability to partner with health care organizations outside of ODOC digitally.
BPF.25	WFI.8	System provides health workers capability to obtain secure health data via the Oregon Health Information Exchange.
BPF.26	Assumed	The system provides enterprise access and management for all data stored in supplemental applications and data stores.

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REQID	Issue ID	Description
BPF.27	WFOC.23	System provides a unified digital management approach for using x-ray, ultrasound, and labs specialized vendor data management systems.
BPF.28	WFR.1	System provides ability during reentry for staff to document community resources and related contacts to be tracked.
BPF.29	WFR.2	System provides an enterprise approach to discharge rankings to standardize across all institutions.
BPF.30	HS.1	System provides capability to automate supplies tracking and order related tasks.
BPF.31	HS.1	System provides capability to track costs for all Health Services medical expenditures.
BPF.32	WFOC.5	System provides digital pharmacy capabilities.
BPF.33	WFI.3	System provides medication reconciliation capabilities.
BPF.34	WFI.9	System provides capability for medication orders to be available to transfers and during intake.
BPF.35	WFOC.3	System provides 24/7 access to the medication data of patients.
BPF.36	WFOC.13	System provides compliance with policy to electronically report within 72 hours of a prescription a drugs disbursement.
BPF.37	HR.10	System provides Medical Records unit capability to process health records requests for multiple request types.
BPF.38	HR.10	System provides Medical Records unit capability to complete ad-hoc health record request queries.
BPF.39	HR.12	System provides Medical Records unit digital management for the current paper-based health records in the records warehouse.
BPF.40	WFOC.4	System provides alternative(s) to facsimile.

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Table 26. NON-FUNCTIONAL REQUIREMENTS

REQID	Issue ID	Description
NFR.1	Assumed	System provides a technical solution based on an extensible, flexible system architecture and implementation that provides improved access to high priority data upon initial release, with methods and processes to integrate lower priority data and additional tools over time as ODOC Health Services resources and schedule allow.

REQID	Issue ID	Description
NFR.2	HR.1, WFI.2	System provides appropriate access to all staff as required by their position.
NFR.3	Assumed	Records Retention – supports applicable State and agency records retention policies.
NFR.4	Assumed	System needs to be supported by organizational technology and business roadmap, and supporting policies, governance, and processes.
NFR.5	Assumed	System should be delivered with documentation that supports operations and maintenance activities, including but not limited to technical specifications, staff user documentation, integration specifications, operations manual, support plan.
NFR.6	Assumed	System provides a technical solution that is low maintenance. At minimum, HS business and/or IT staff resources are required to maintain or administer.
NFR.7	HS.15, HR.4, HR.10, HR.14	Solution based on technical architecture and design that ensures applicable Federal, State or agency IT technical standards, requirements, or policies are met: HIPAA, CJIS, DAS Information Asset Classification Policy, ODOC Information System Policy and Procedures, DAS Security Guidance.
NFR.8	HR.8, HR.14	Platform provides capability to monitor and audit compliance with standards.
NFR.9	Assumed	System is available 24/7/365 for Health Services, excluding pre-approved downtime for scheduled maintenance. Scheduled downtime should be performed outside of normal business hours and should not exceed 7 hours per calendar month.
NFR.10	Assumed	System is responsive and does not disrupt patient encounters.
NFR.11	WFI.12	System provides capability to support encryption standards for data at rest.
NFR.12	WFI.11	System provides capability to support encryption standards during data transmission.
NFR.13	Assumed	Office of the National Coordinator for Health Information Technology certification[131]

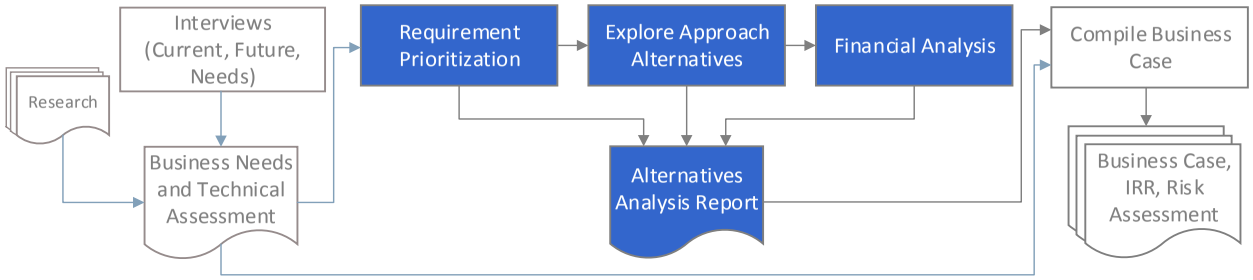
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[131] The Certified Health IT Product List (CHPL) is a comprehensive and authoritative listing of all certified Health Information Technology which has been successfully tested and certified in the ONC Health IT Certification program. All products listed on the CHPL have been tested by an Accredited Testing Laboratory (ATL) and certified by an ONC-Authorized Certification Body (ONC-ACB) to meet criteria adopted by the Secretary of the Department of Health and Human Services (HHS). Link

Appendix B: Alternatives Analysis Report

While the *Alternatives Analysis* section provided in this document covers key aspects in the 11-page synopsis, the Alternatives Analysis Report (AAR) it was created from is itself a 34-page document that covers in much more depth the methodology, supporting evidence and references, and general assumptions and constraints. For further details, see the standalone AAR document that has been provided in support of this Business Case.

Figure 9. ALTERNATIVE ANALYSIS REPORT PHASE



Supporting Evidence and References

The evaluation of alternative approaches builds off evidence and references gained during the initial 4-month needs assessment, with a focused 1-month effort specific to understanding alternate approaches. During the focused 1-month period, research was conducted online, and interviews and information gathering sessions were held with numerous states, product vendors, and internal HS and ITS stakeholders. In addition, prior responses to an EHR RFI issued by HS in 2009 were examined.

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General references and evidence that support the evaluation of alternate approaches are below:

- Phone interviews were conducted with the following EHR vendors:
  - Michael W. Jakovcic from Fusion – GE Healthcare, provider of Centricity – September 8, 2016
  - Dan Jarrett from CorrecTek – September 8, 2016
  - Paul Corbett from MedSphere (custom EHR solution) – September 13, 2016
  - Gary Steiner from NextGen – September 13, 2016
- In-person interviews with Kim Klupenger from Oregon Community Health Information Network (OCHIN) for information about using EPIC/SaaS offering – September 13, 2016
- Phone interviews were held with the following state department of corrections institutions:
  - Joseph Marocco, Associate Director from Rhode Island Department of Corrections – discussion of past implementation of NextGen and early process of a new implementation – August 31, 2016
  - Kimberly Culross, Chief Nursing Officer from Alaska Department of Corrections – in process of implementing DocSynergy EHR solution – September 9, 2016
  - Micheal Cioffi, Senior Project Manager from Connecticut Department of Corrections[132] – in late process of implementing GE Fusion Centricity – September 20, 2016

[132] Connecticut Department of Corrections is similar to ODOC in terms of prisoner count, HS staff, and number of institutions.

- Email correspondence with Blitch Schuman from Utah Department of Corrections
- The Association of State Correctional Administrators (ASCA) conducted a survey in 2014 that provides information on states that have implemented EHR, different types of EHR implementations, and types of licensing vehicles.[133]
- Cloud Services Policy 107-004-150.[134]
- Personal Services Costs (Salaries and Benefits) information was provided by ITS and HS using the Oregon Department of Corrections Salary Calculator (Salary Calculator 5-2016.xlsx).
- State Data Center costs were determined using the Enterprise Technology Services rate sheet.
- Software costs (implementation, training, licensing, hosting, and user-based fees) were determined using informal quotes from CorrecTek, GE Fusion, and OCHIN, as well as the 2009 RFI summary (4414 RFI Summary.xlsx).
- Computer hardware costs for using the software were determined using PC price sheets provided by HS and recommended EHR hardware information from OCHIN for the EPIC/SaaS offering.
- Professional Service costs were determined using the State of Oregon and Covendis rate card, which stipulates maximum hourly rates per position.[135]
- Prior cost estimates included in a past ODOC EHR Business Case prepared in February 2015 for an EHR were used to validate cost modeling for the custom approach alternative.

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[133] http://www.asca.net/system/assets/attachments/7073/EHR%20Formatted.pdf?1400701650
[134] http://www.oregon.gov/das/Policies/107-004-150_PR.pdf
[135] The Covendis rates were thought to be on the low side, however, for the high-level Business Case they have been used as a tangible number in the cost modeling. Further rate analysis will be conducted in Stage Gate 2 when narrowing accuracy.

Appendix C: Financial Analysis

Overview

The Alternatives Analysis Report included an effort to understand and analyze the costs of four of the five viable approaches evaluated.[136] The analysis factored in many cost details using a variety of sources; however, the goal was not to achieve a high level of accuracy at the conceptual phase of the effort, but rather, the analysis strived to provide enough information so that ODOC HS could establish a high-level plan that can be used as a jumping point for later efforts and more detailed and concrete analysis.

The analysis has been summarized and organized through the following sections (see also the standalone Financial Analysis document that has been provided in support of this Business Case):

- Assumptions, Notes, and Sources
    - Alternative Agnostic
    - Alternative Specific
- Financial Metrics Summary
- Cash Flow Projections

Assumptions, Notes, and Sources

When conducting the financial analysis, certain assumptions and sources were made that applied to all alternatives being evaluated (alternative agnostic), in other cases there were assumptions and sources used that were specific to an alternative (alternative specific). The following sections align the assumptions, notes and sources relative to the areas of the DAS cost model.

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Alternative Agnostic

The following assumptions, notes and sources apply to all alternatives evaluated.

- **General**
    - Total Cost of Ownership (TCO) will be factored through June 30, 2026.
    - ODOC doesn't plan to hire additional staff if an EHR was implemented. The roles and responsibilities of staff may change with a new EHR, however, HS would remain staff neutral whether an EHR is implemented or not.
    - Although implementation of an EHR will address many critical problems facing ODOC HS, there is no expectation that there will be positive cash flows at any point in time.
    - The Prime rate of 3.5% was used as the discount rate.
- **Benefits**
    - The cost for paper charts is $200,000 per biennium ($100,000 per year). This is the most tangible benefit that would result in moving to digital form.
    - Based on survey results HS on average spends 47,000 hours a year searching for the paper chart. When factoring a fully loaded 57/hr. average hourly rate for HS staff, this would save around $2.7mm per year. Although productivity would be increased not having to search for files, there

[136] Procuring and implementing an electronic chart (non-EHR) was not considered to be a viable option that would address ODOC HS needs; as a result, an in-depth cost analysis was not performed.

would be other productivity losses with training, learning a new system, etc. as a result and because HS will remain staff neutral, the cost savings were not factored.
    - Implementation of an EHR will also benefit ODOC in reducing costs associated with duplicated labs/tests, wasted medications, time spent preparing for NCCHC accreditation and costs associated with suits against ODOC and penalties from non-compliance with Federal and State regulations. These benefits have not been quantified at current time and as such, have not been factored into the financial analysis.
- **Personal Services Costs (Salaries & Benefits)**
    - Based on EHR implementations in other state correctional settings, HS anticipates that considerable resources will need to be devoted to training (between 120-160 hours per person) and dealing with general productivity loss (as much as 60% in the first two months), however, because HS does not anticipate hiring new staff with an EHR implementation, these costs have not been factored. HS recognizes that with a decrease in productivity for training and system familiarization, less patients may be seen initially.
- **State Data Center Costs**
    - Using information obtained from EHR vendors, an EHR solution hosted within the State Data Center would run optimally with the following:
        - 4 database server instances (Dev, Test, Training and Production)
        - 4 application server instances (Dev, Test, Training and Production)
        - 2 CPU, 6 core each for each server instance
        - 72GB RAM per instance
        - Load Balancing / Clustering
        - 120GB local storage per database server and 40GB per application server
        - 2TB attached storage per database instance and 200GB per application server (log/temp). NOTE, storage limits assume 1MB per encounter, or .5TB/yr at 500k encounters.
        - 20 hours per instance of professional service installation support
    - Using the above specifications, the ETS rate sheet for the 2015 – 2017 biennium was used.
- **Software Costs**
    - Software costs include licensing, initial implementation, travel, training, and interface development
    - Software costs were loosely validated against quotes provided from 2009 RFI responses.
- **Hardware Costs**
    - The analysis assumed that 1 new computer and 1 new monitor would need to be purchased for every HS staff member.
    - A PERT estimate was used to determine computer purchase costs. The best case prices used quotes from OCHIN for compatible computer hardware. Worst case costs used standard ODOC desktop costs (Desktop Z230) and the most likely was a median of the two. Total cost of $529,534.
    - A 140 Signature Pads (10 per institution) with the OCHIN provided cost of $368 per computing device were factored. Total cost of $51,520.
    - Hardware purchases may occur in bulk or rolling throughout the project, for the analysis though all hardware purchases were assumed the year prior to implementation.
- **Professional Services**
    - ODOC HS anticipates contracting a team of PM / BA / QC experts between late 2016 and one year after “Go-Live” date.

- The Covendis maximum allowable rate card was used when factoring the hourly costs associated with professional services ($138 for PM and $128.50 for BA / QC)

Alternative Specific

The following assumptions, notes and sources were made specific to the different alternatives factored in the financial analysis.

Alternative 0 – Status Quo or Do Nothing

- Outside of the tangible cost associated with the purchase of the paper charts ($100,000 per year) no other costs or benefits were factored.

Alternative 1 – Procure and implement an on-premises commercial off the shelf (COTS) EHR

- **Benefits / Gains**
  - ODOC HS would continue to purchase paper charts up to "Go-Live," which is anticipated to be Late 2020.
- **State Data Center Costs**
  - On-premises hosting within the SDC would begin as soon as implementation begins in July of 2020.
- **Software Costs**
  - CorrecTek provided an actual quote based on prison population, number of facilities and HS staff: $1,731,037 for implementation and $184,800 for annual license.
  - GE Fusion provided a high level estimate doubling a recent implementation with New Mexico (roughly half the size of Oregon): $3,600,000 for implementation and $700,000 for annual licensing (self-hosted)
  - A detailed OCHIN SaaS estimate was provided using their pricing model, which is based on encounters (assumed 497K per year): $4,801,769 for implementation and $1,884,304 for annual licensing.
  - These three products provided best-case (CorrecTek), middle/likely (GE Fusion) and worst-case (OCHIN) figures that were used to formulate a PERT estimate for implementation ($3,488,801).
  - Estimated licensing was only provided by GE Fusion at $700,000 ($200,000 less than the SaaS option). The $200,000 difference between self-hosted and cloud hosted was similar to the SDC costs of $192,095 per year. As a result, annual licensing took the SaaS quoted licensing costs and reduced by the SDC hosting cost. The reduced annual prices were then applied in a PERT estimate resulting in an anticipated annual licensing cost of $778,320 and Licensing ($969,199.41).
  - A 16-month implementation period was assumed beginning July 2019 and concluding November 2020. 75% of implementation costs were factored in the first year and 25% the second partial year.
  - The first year of ongoing maintenance was factored at 75 percent given go-live is only partially through the fiscal year.
- **Professional Services**
  - Although ODOC HS anticipates a team of PM / BA / QC experts, because the workloads and commitments will change relative to the phase of the project and for simplicity sake, 1 FTE PM and 1 FTE BA were factored beginning the end of 2016 through June 30, 2022.

Alternative 2 – Procure and implement a SaaS EHR

- **Benefits / Gains**

  - ODOC HS would continue to purchase paper charts up to "Go-Live" which is anticipated to be Late 2020.
- **State Data Center Costs**
  - N/A
- **Software Costs**
  - CorrecTek provided an actual quote based on prison population, number of facilities and HS staff - 1,731,037 for implementation and $184,800 for annual license.
  - GE Fusion provided a high level estimate doubling a recent implementation with New Mexico (roughly half the size of Oregon) – $3,600,000 for implementation and $900,000 for annual licensing
  - A detailed OCHIN SaaS estimate was provided using their pricing model, which is based on encounters (assumed 497K per year) - $4,801,769 for implementation and $1,884,304 for annual licensing.
  - These three products provided best-case (CorrecTek), middle/likely (GE Fusion) and worst-case (OCHIN) figures that were used to formulate a PERT estimate for both implementation ($3,488,801) and Licensing ($969,199.41)
  - A 16-month implementation period was assumed beginning July 2019 and concluding November 2020. 75% of implementation costs were factored in the first year and 25% the second partial year.
  - The first year of ongoing maintenance (licensing) was factored at 75% given go-live is only partially through the fiscal year.
- **Professional Services**
  - Although ODOC HS anticipates a team of PM / BA / QC experts, because the workloads and commitments will change relative to the phase of the project and for simplicity sake, 1 FTE PM and 1 FTE BA were factored beginning the end of 2016 through June 30, 2022.

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Alternative 3 – Contract a vendor to develop a custom EHR

- **Benefits / Gains**
  - ODOC HS would continue to purchase paper charts up to "Go-Live" which is anticipated to be June 30, 2022.
- **State Data Center Costs**
  - The SDC would host a database and application/web server with four environments each (Development, Test, Staging, Production). Hosting would begin at time of implementation, January of 2018.
- **Software Costs**
  - N/A – ODOC HS would own the software with a custom developed solution.
- **Professional Services**
  - With few custom EHR solutions existing today in a correction setting (only four states have implemented), it is difficult to anticipate the costs. Because custom solutions often have higher initial capital costs, for the purpose of this analysis, implementation was assumed to take more than twice as long as a COTS implementation (36 months).
  - Third-party PM/BA services costs use the State of Oregon and Covendis maximum rates while assuming a 66-month timeframe beginning in Stage Gate 2 and lasting through the first year after "go-live" June 30, 2022
  - ODOC anticipates a team will be needed to provide PM/BA/QC professional services. However, for this high-level analysis 1 FTE PM and 1 FTE BA were factored between now and June 30, 2022. Detailed planning of BA and QC services will occur at a detailed level in Stage Gate 2; however, conceptually it is anticipated that there would be multiple BA's early on in the project.

As the project proceeds, the amount of BA services would decrease while the need of QC services would increase.

- Post-implementation support the first year after "go-live" would require 1 FTE PM (BA/QC responsibilities blended in) and 2 FTE developers.
- Post-implementation support 2 years and beyond "go-live" estimate 0.5 FTE PM (BA/QC responsibilities blended in) and 1.5 FTE Developers.
- Third-party PM / BA support would be intensive and custom development would require close oversight increasing costs over COTS solutions.

Cost Summary

The following section summarizes cost projections over a 10-year period:

Financial Metrics Summary

Table 27. Financial Metrics Summary by Net Cash Flow, NPV, and Total Benefits

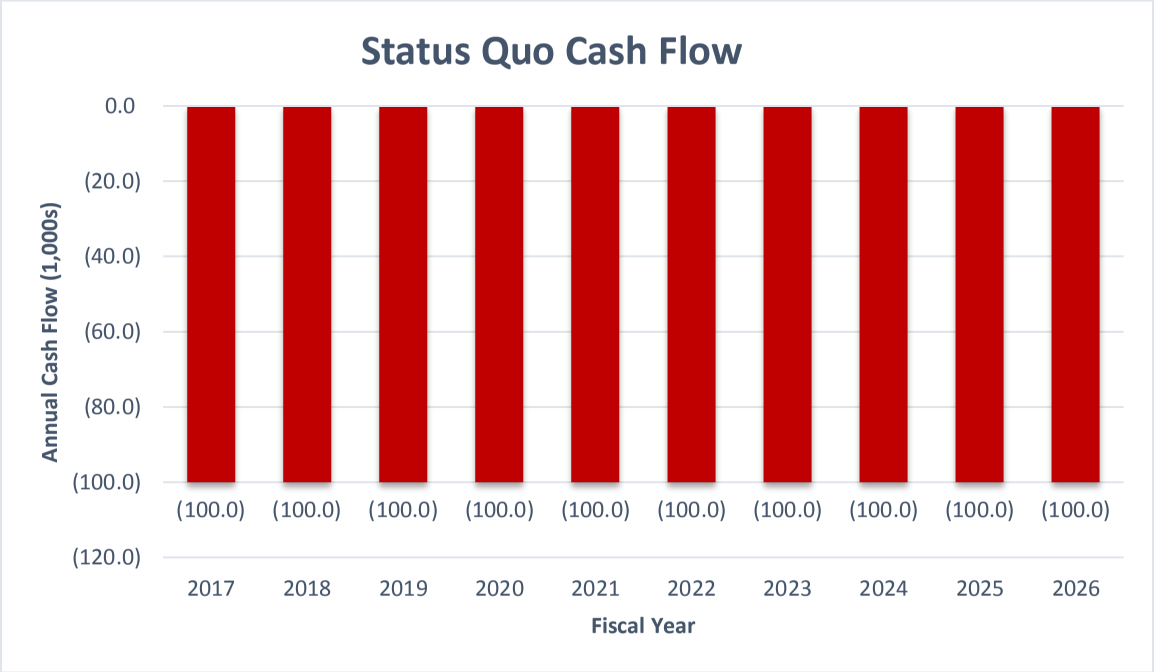
	Status Quo	On-Premise EHR Cash Flow	SaaS EHR Cash Flow	Custom Application Cash Flow	On-Premise EHR Incremental	SaaS EHR Incremental	Custom Application Incremental
Net Cash Flow	**($1,000.0)**	**($13,056.8)**	**($12,786.0)**	**($14,805.5)**	**($14,056.8)**	**($13,786.0)**	**($15,805.5)**
NPV at 3.5%	**($890.2)**	**($11,192.5)**	**($11,267.6)**	**($13,027.4)**	**($12,393.7)**	**($12,157.8)**	**($13,917.6)**
Total Benefits	**($1,000.0)**	**$700.0**	**$700.0**	**$400.0**	**($300.0)**	**($300.0)**	**($600.0)**
Total Costs	**$0.0**	**($13,756.8)**	**($13,486.0)**	**($15,205.5)**	**($13,756.8)**	**($13,486.0)**	**($15,205.5)**
$ in $1,000s (Numbers in parentheses are negative numbers)							

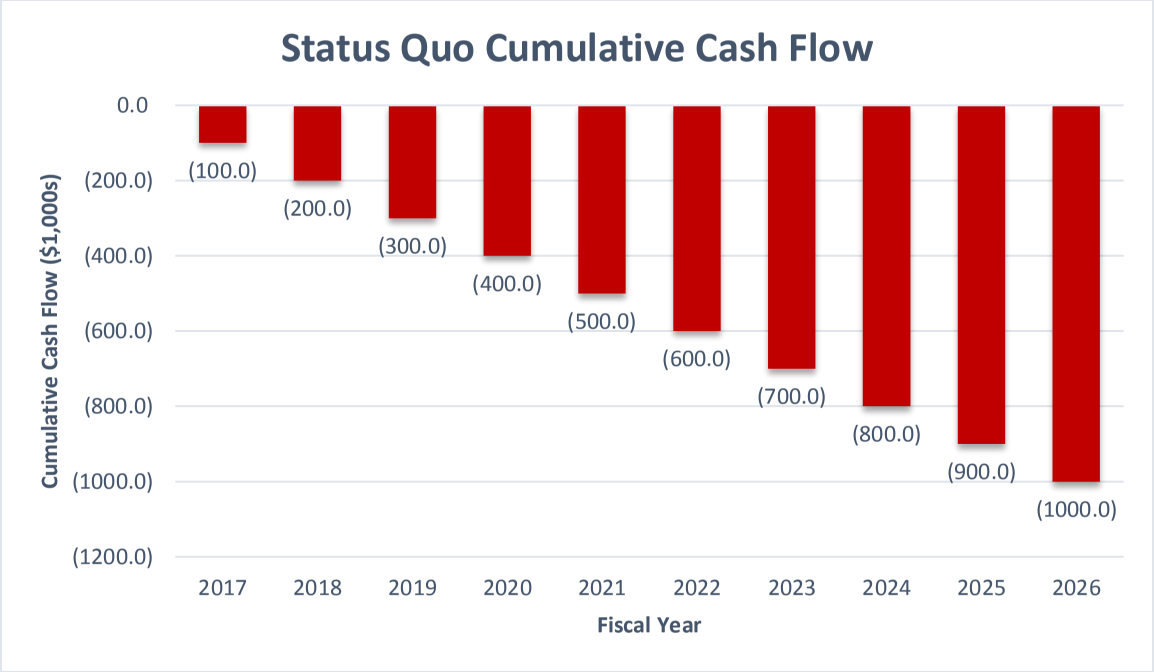
Cash Flow Graphs (Net Cash Flow)

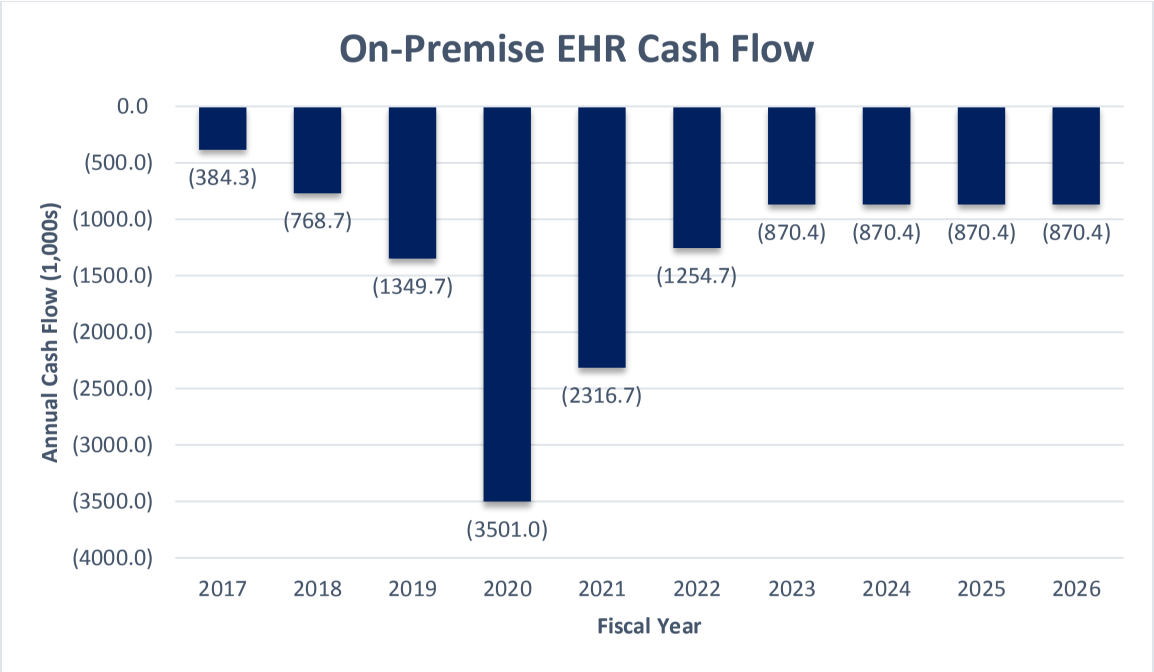
The "Bottom line" or net cash flow results for each alternative scenario in the Business Case are summarized in graphical form, on both an annual basis (upper left) and a cumulative basis over the years (upper right).

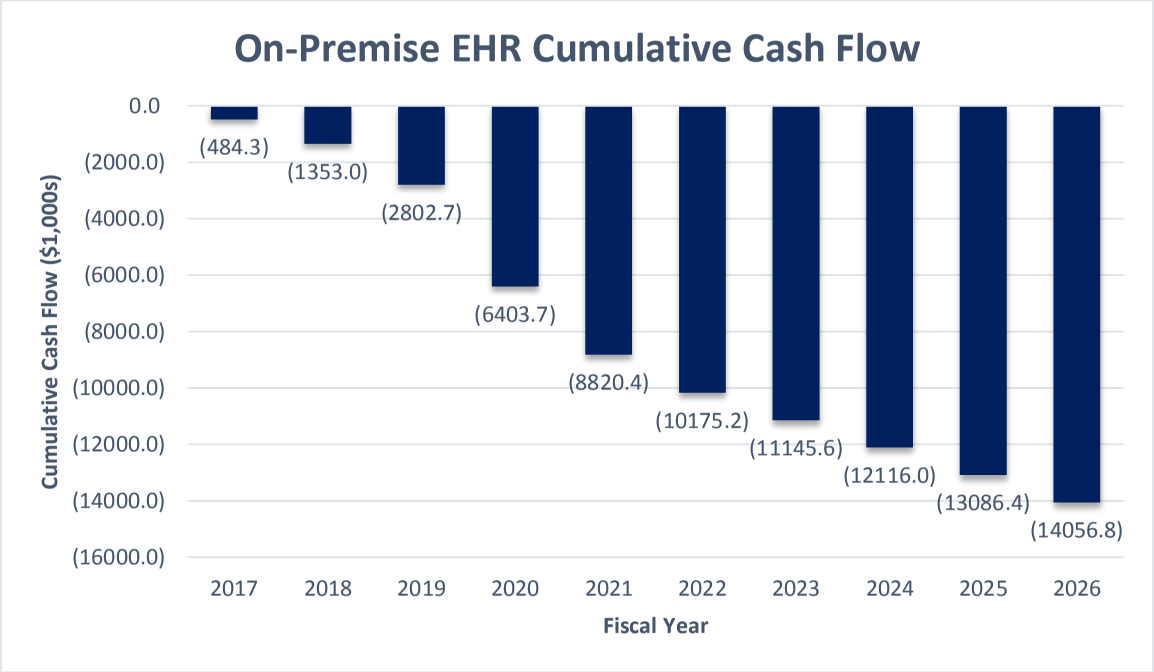
Also, the incremental cash flow projections (the difference between alternative and status quo) are illustrated on an annual basis (lower left) and cumulative basis over the years (lower right).

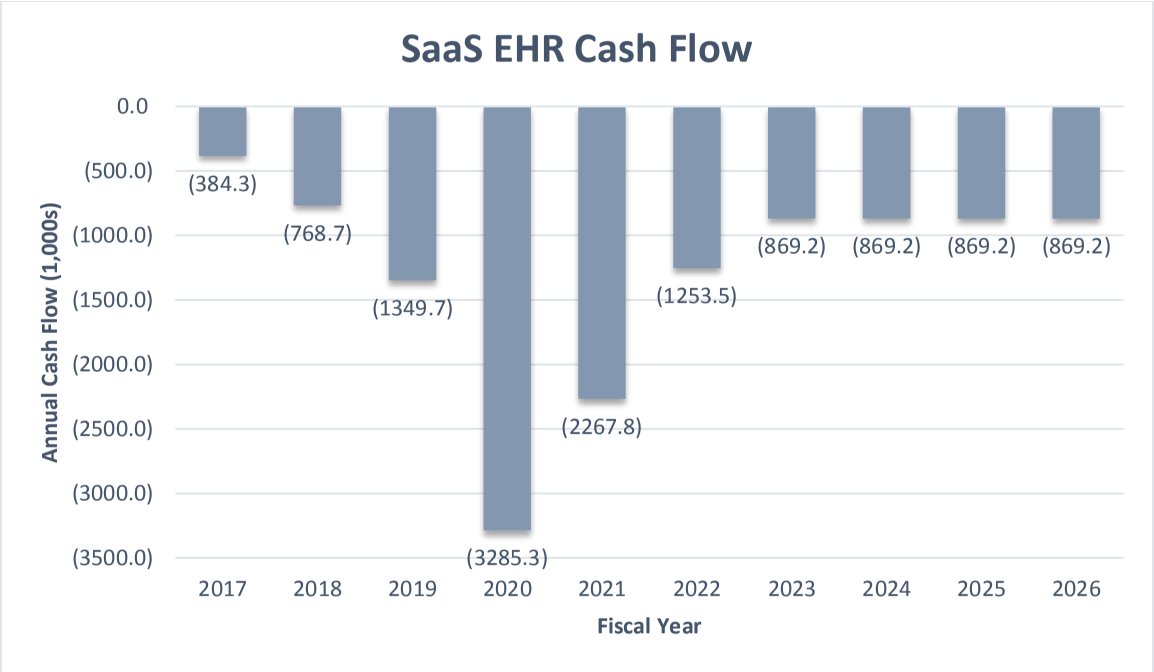
Table 28. Cash Flow Graphs for Alternatives 0-4

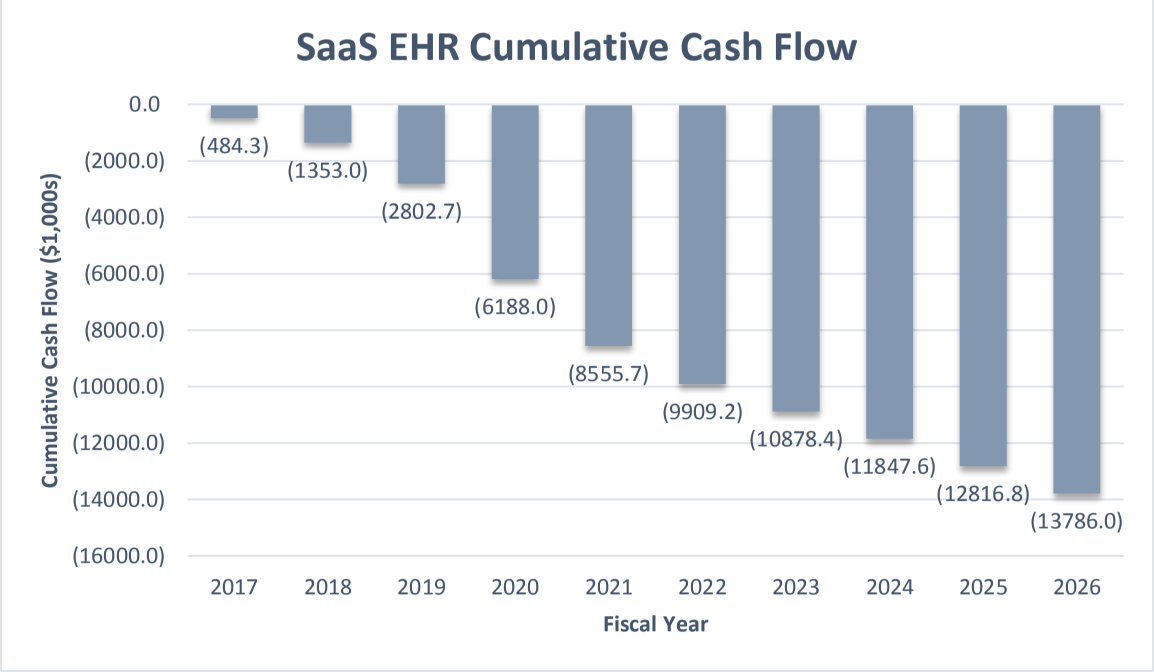


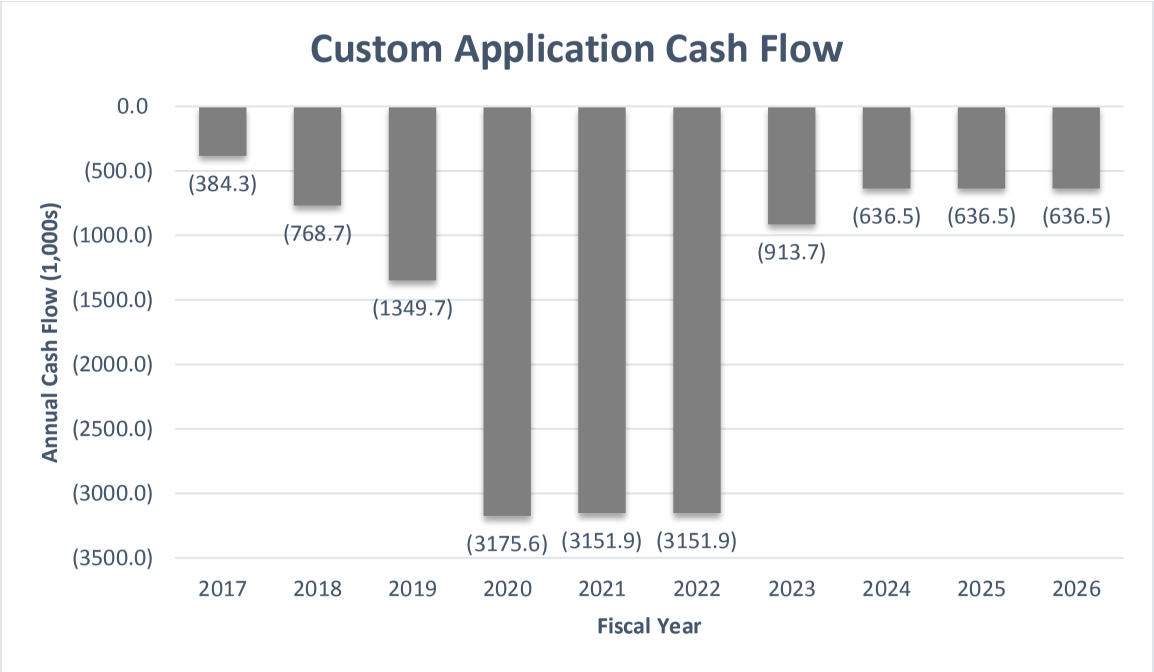


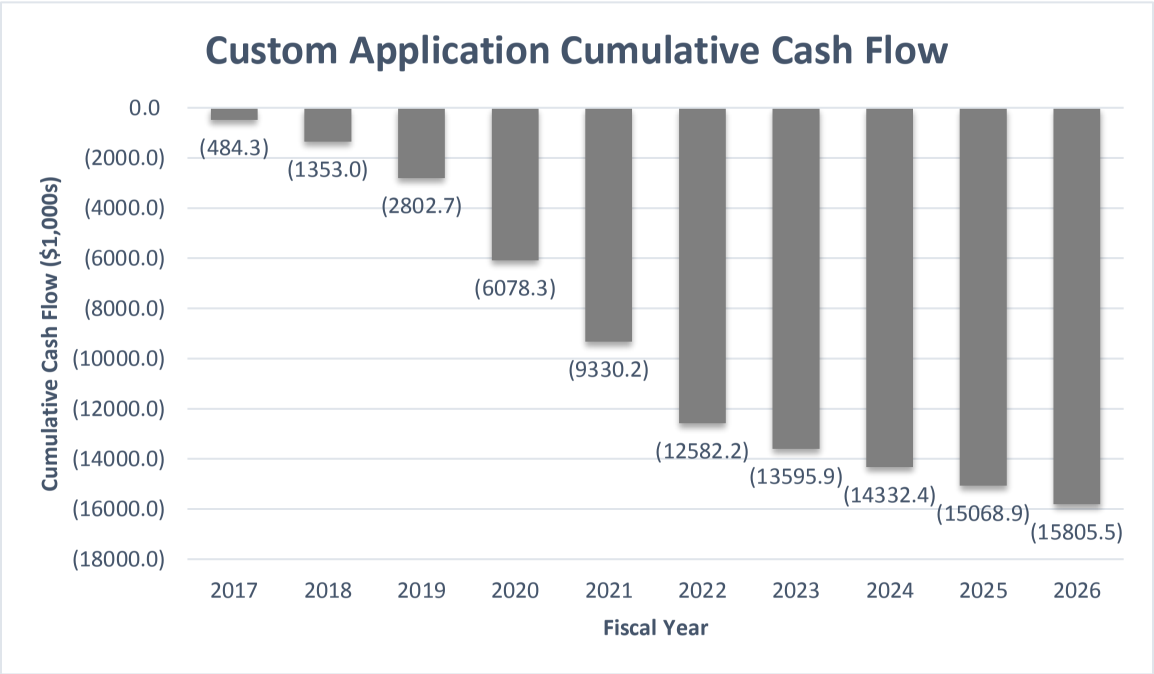

On-Premise EHR Cash Flow
Annual Cash Flow (1,000s)
0.0
(500.0)
(1000.0)
(1500.0)
(2000.0)
(2500.0)
(3000.0)
(3500.0)
(4000.0)
(384.3)
(768.7)
(1349.7)
(3501.0)
(2316.7)
(1254.7)
(870.4)
(870.4)
(870.4)
(870.4)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year

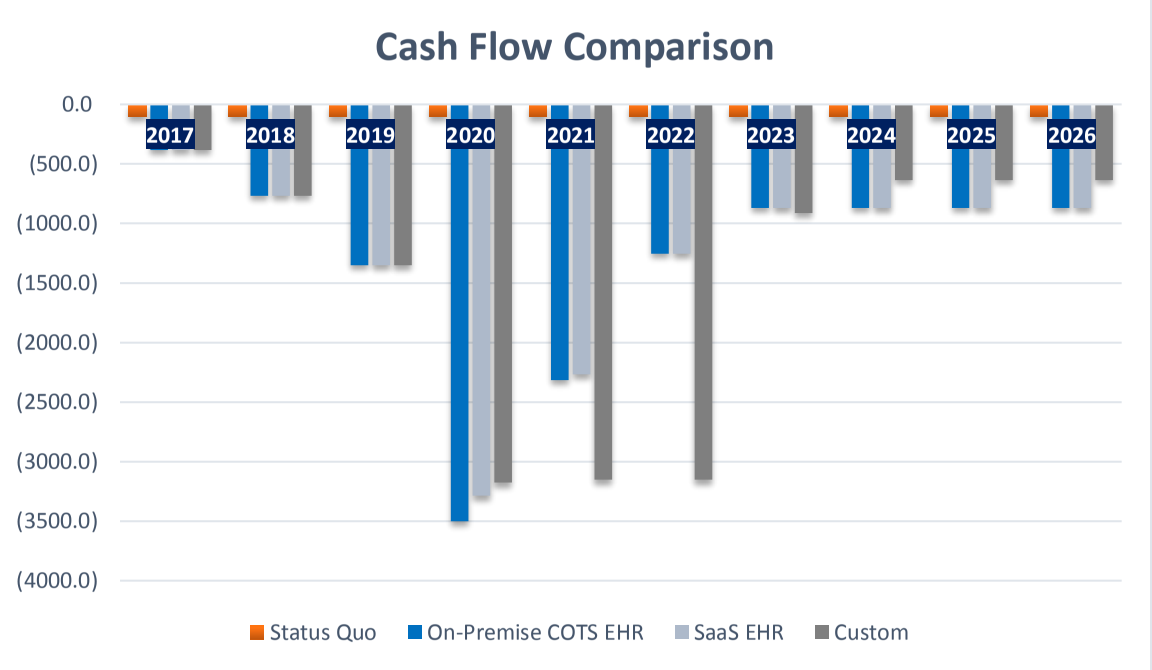

On-Premise EHR Cumulative Cash Flow
Cumulative Cash Flow ($1,000s)
0.0
(2000.0)
(4000.0)
(6000.0)
(8000.0)
(10000.0)
(12000.0)
(14000.0)
(16000.0)
(484.3)
(1353.0)
(2802.7)
(6403.7)
(8820.4)
(10175.2)
(11145.6)
(12116.0)
(13086.4)
(14056.8)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year

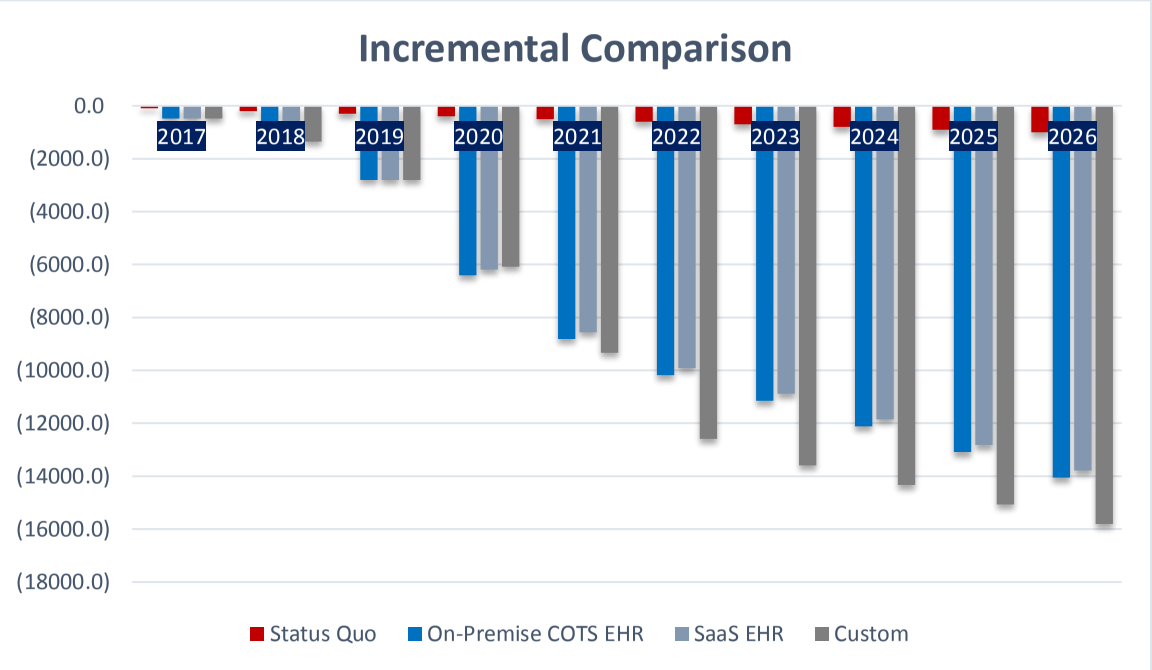

SaaS EHR Cash Flow
Annual Cash Flow (1,000s)
0.0
(500.0)
(1000.0)
(1500.0)
(2000.0)
(2500.0)
(3000.0)
(3500.0)
(384.3)
(768.7)
(1349.7)
(3285.3)
(2267.8)
(1253.5)
(869.2)
(869.2)
(869.2)
(869.2)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year


SaaS EHR Cumulative Cash Flow
Cumulative Cash Flow ($1,000s)
0.0
(2000.0)
(4000.0)
(6000.0)
(8000.0)
(10000.0)
(12000.0)
(14000.0)
(16000.0)
(484.3)
(1353.0)
(2802.7)
(6188.0)
(8555.7)
(9909.2)
(10878.4)
(11847.6)
(12816.8)
(13786.0)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year


Custom Application Cash Flow
Annual Cash Flow (1,000s)
0.0
(500.0)
(1000.0)
(1500.0)
(2000.0)
(2500.0)
(3000.0)
(3500.0)
(384.3)
(768.7)
(1349.7)
(3175.6)
(3151.9)
(3151.9)
(913.7)
(636.5)
(636.5)
(636.5)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year


Custom Application Cumulative Cash Flow
Cumulative Cash Flow ($1,000s)
0.0
(2000.0)
(4000.0)
(6000.0)
(8000.0)
(10000.0)
(12000.0)
(14000.0)
(16000.0)
(18000.0)
(484.3)
(1353.0)
(2802.7)
(6078.3)
(9330.2)
(12582.2)
(13595.9)
(14332.4)
(15068.9)
(15805.5)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Year


Cash Flow Comparison
0.0
(500.0)
(1000.0)
(1500.0)
(2000.0)
(2500.0)
(3000.0)
(3500.0)
(4000.0)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Status Quo
On-Premise COTS EHR
SaaS EHR
Custom


Incremental Comparison
0.0
(2000.0)
(4000.0)
(6000.0)
(8000.0)
(10000.0)
(12000.0)
(14000.0)
(16000.0)
(18000.0)
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Status Quo
On-Premise COTS EHR
SaaS EHR
Custom

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Table 29. Cost Model Analysis (Total Cost of Ownership) for Alternatives 0-4

STATUS QUO (BASELINE) COSTS
Totals include FY 2017 through FY 2026
$ in 1,000s

Positive numbers are **savings**
Negative numbers in () are **net costs**

		Project and Implementation	Operations, Maintenance, Ongoing Support	Total	%
Personal Services	Salaries & Benefits		$0.0	$0.0	0.0
Services & Supplies & Capital Outlay	State Data Center		$0.0	$0.0	0.0
	Software	$0.0	$0.0	$0.0	0.0
	Hardware	($581.1)	$0.0	($581.1)	1.0
	IT Professional Services	$0.0	$0.0	$0.0	0.0
	Total	($581.1)	$0.0	($581.1)	
	%	1.0	0.0		100.0%

Procure and implement on premises COTS EHR
Totals include FY 2017 through FY 2021
$ in 1,000s

Positive numbers are **savings**
Negative numbers in () are **net costs**

		Project and Implementation	Operations, Maintenance, Ongoing Support	Total	%
Personal Services	Salaries & Benefits	:	$0.0	$0.0	0.0%
Services & Supplies & Capital Outlay	State Data Center	($215.8)	($1,152.6)	($1,368.3)	9.9%
	Software Licensing	($3,488.8)	($4,475.3)	($7,964.1)	57.9%
	Hardware (PC's)	($581.1)	$0.0	($581.1)	4.2%
	IT Professional Services	($3,459.0)	($384.3)	($3,843.3)	27.9%
	Total	($7,744.6)	($6,012.2)	($13,756.8)	
	%	56.3%	43.7%		100.0%

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Procure and Implement SaaS EHR
Totals include FY 2017 through FY 2021
$ in 1,000s

Positive numbers are **savings**
Negative numbers in () are **net costs**

		Project and Implementation	Operations, Maintenance, Ongoing Support	Total	%
Personal Services	Salaries & Benefits		$0.0	$0.0	0.0%
Services & Supplies & Subscription Services	State Data Center		$0.0	$0.0	0.0%
	Software Subscription	($3,488.8)	($5,572.9)	($9,061.7)	67.2%
	Hardware (PC's)	($581.1)	$0.0	($581.1)	4.3%
	IT Professional Services	($3,459.0)	($384.3)	($3,843.3)	28.5%
	Total	($7,528.8)	($5,957.2)	($13,486.0)	
	%	55.8%	44.2%		100.0%

Contract a vendor to develop a custom EHR
Totals include FY 2017 through FY 2026
$ in 1,000s

Positive numbers are **savings**
Negative numbers in () are **net costs**

		Project and Implementation	Operations, Maintenance, Ongoing Support	Total	%
Personal Services	Salaries & Benefits		$0.0	$0.0	0.0%
Services & Supplies & Capital Outlay	State Data Center		($1,368.3)	($1,368.3)	9.0%
	Software	$0.0	$0.0	$0.0	0.0%
	Hardware	($581.1)	$0.0	($581.1)	3.8%
	IT Professional Services	($10,801.2)	($2,454.9)	($13,256.1)	87.2%
	Total	($11,382.2)	($3,823.3)	($15,205.5)	
	%	74.9%	25.1%		100.0%

Estimated cash inflows and outflows for the analysis period are as follows in the tables below.

Table 30. CASH FLOWS FOR ALTERNATIVES 0-4

Cash Flow: Alternate 0 - Baseline Data for Current State (Status Quo)

										Discount rate	3.5%
	Year ending…										
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
DIRECT TANGIBLE COSTS OF STATUS QUO											
Chart Folders	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	**(1000.0)**
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Total Benefits/Gains	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(1000.0)**
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Hosting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Storage	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
SW License Maintenance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Hardware Ongoing Maint	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
IT Professional Services											
Project Dev/Implementation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
Total Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(1000.0)
Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	**0.0**
NET CASH FLOW	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(100.0)**	**(1000.0)**
Cumulative Net CF	(100.0)	(200.0)	(300.0)	(400.0)	(500.0)	(600.0)	(700.0)	(800.0)	(900.0)	(1000.0)	(1000.0)
Discounted Cash Flow											**NPV**
At 3.5%	(96.6)	(93.4)	(90.2)	(87.1)	(87.1)	(87.1)	(87.1)	(87.1)	(87.1)	(87.1)	**(890.2)**

Cash Flow: Alternate 1 - Procure and implement an On-Premises COTS EHR

						Discount rate				Discount rate	3.5%
	Year ending…										
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	(23.7)	0.0	0.0	0.0	0.0	0.0	0.0	(23.7)
Hosting	0.0	0.0	0.0	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(1217.9)
Storage	0.0	0.0	0.0	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(126.7)
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	(2616.6)	(872.2)	0.0	0.0	0.0	0.0	0.0	(3488.8)
SW License Maintenance	0.0	0.0	0.0	0.0	(583.7)	(778.3)	(778.3)	(778.3)	(778.3)	(778.3)	(4475.3)
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint											0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(768.7)	(768.7)	0.0	0.0	0.0	0.0	0.0	(3459.0)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	(384.3)	0.0	0.0	0.0	0.0	(384.3)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3601.0)	(2416.7)	(1354.7)	(970.4)	(970.4)	(970.4)	(970.4)	(13756.8)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
Costs	(384.3)	(768.7)	(1349.7)	(3601.0)	(2416.7)	(1354.7)	(970.4)	(970.4)	(970.4)	(970.4)	(13756.8)
NET CASH FLOW	**(384.3)**	**(768.7)**	**(1349.7)**	**(3501.0)**	**(2316.7)**	**(1254.7)**	**(870.4)**	**(870.4)**	**(870.4)**	**(870.4)**	**(13056.8)**
Cumulative Net CF	(384.3)	(1153.0)	(2502.7)	(6003.7)	(8320.4)	(9575.2)	(10445.6)	(11316.0)	(12186.4)	(13056.8)	(13056.8)
Discounted Cash Flow											**NPV**
At 3.5%	(371.3)	(717.5)	(1217.4)	(2947.8)	(1950.6)	(1056.5)	(732.9)	(732.9)	(732.9)	(732.9)	(11192.5)

Cash Flow: Alternate 2 - Procure and implement SaaS EHR

						Discount rate				Discount rate	3.5%
	Year ending…										
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Hosting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Storage	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	(2616.6)	(872.2)	0.0	0.0	0.0	0.0	0.0	(3488.8)
SW License Maintenance	0.0	0.0	0.0	0.0	(726.9)	(969.2)	(969.2)	(969.2)	(969.2)	(969.2)	(5572.9)
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint											0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(768.7)	(768.7)	0.0	0.0	0.0	0.0	0.0	(3459.0)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	(384.3)	0.0	0.0	0.0	0.0	(384.3)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3385.3)	(2367.8)	(1353.5)	(969.2)	(969.2)	(969.2)	(969.2)	(13486.0)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	0.0	0.0	0.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	700.0
Costs	(384.3)	(768.7)	(1349.7)	(3385.3)	(2367.8)	(1353.5)	(969.2)	(969.2)	(969.2)	(969.2)	(13486.0)
NET CASH FLOW	**(384.3)**	**(768.7)**	**(1349.7)**	**(3285.3)**	**(2267.8)**	**(1253.5)**	**(869.2)**	**(869.2)**	**(869.2)**	**(869.2)**	**(12786.0)**
Cumulative Net CF	(384.3)	(1153.0)	(2502.7)	(5788.0)	(8055.7)	(9309.2)	(10178.4)	(11047.6)	(11916.8)	(12786.0)	(12786.0)
Discounted Cash Flow											**NPV**
At 3.5%	(371.3)	(717.5)	(1217.4)	(2862.9)	(1976.2)	(1092.4)	(757.5)	(757.5)	(757.5)	(757.5)	(11267.6)

Cash Flow: Alternate 3 - Contract a vendor to develop a custom EHR

						Discount rate				Discount rate	3.5%
	Year ending…										
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0	100.0	400.0
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0	100.0	400.0
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	(23.7)	0.0	0.0	0.0	0.0	0.0	0.0	(23.7)
Hosting	0.0	0.0	0.0	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(1217.9)
Storage	0.0	0.0	0.0	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(126.7)
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SW License Maintenance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint											0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(2959.8)	(2959.8)	(2959.8)	0.0	0.0	0.0	0.0	(10801.2)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	0.0	(821.6)	(544.4)	(544.4)	(544.4)	(2454.9)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3175.6)	(3151.9)	(3151.9)	(1013.7)	(736.5)	(736.5)	(736.5)	(15205.5)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0	100.0	100.0	400.0
Costs	(384.3)	(768.7)	(1349.7)	(3175.6)	(3151.9)	(3151.9)	(1013.7)	(736.5)	(736.5)	(736.5)	(15205.5)
NET CASH FLOW	**(384.3)**	**(768.7)**	**(1349.7)**	**(3175.6)**	**(3151.9)**	**(3151.9)**	**(913.7)**	**(636.5)**	**(636.5)**	**(636.5)**	**(14805.5)**
Cumulative Net CF	(384.3)	(1153.0)	(2502.7)	(5678.3)	(8830.2)	(11982.2)	(12895.9)	(13532.4)	(14168.9)	(14805.5)	(14805.5)
Discounted Cash Flow											**NPV**
At 3.5%	(371.3)	(717.5)	(1217.4)	(2767.4)	(2746.7)	(2746.7)	(796.2)	(554.7)	(554.7)	(554.7)	(13027.4)

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Incremental Cash Flow: Alternate 1 - Procure and implement an on-premises COTS EHR

						Discount rate			Discount rate	3.5%
	Year ending…									
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	(23.7)	0.0	0.0	0.0	0.0	0.0	0.0	(23.7)
Hosting	0.0	0.0	0.0	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(1217.9)
Storage	0.0	0.0	0.0	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(126.7)
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	(2616.6)	(872.2)	0.0	0.0	0.0	0.0	0.0	(3488.8)
SW License Maintenance	0.0	0.0	0.0	0.0	(583.7)	(778.3)	(778.3)	(778.3)	(778.3)	(778.3)	(4475.3)
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(768.7)	(768.7)	0.0	0.0	0.0	0.0	0.0	(3459.0)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	(384.3)	0.0	0.0	0.0	0.0	(384.3)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3601.0)	(2416.7)	(1354.7)	(970.4)	(970.4)	(970.4)	(970.4)	(13756.8)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
Costs	(384.3)	(768.7)	(1349.7)	(3601.0)	(2416.7)	(1354.7)	(970.4)	(970.4)	(970.4)	(970.4)	(13756.8)
NET CASH FLOW	**(484.3)**	**(868.7)**	**(1449.7)**	**(3601.0)**	**(2416.7)**	**(1354.7)**	**(970.4)**	**(970.4)**	**(970.4)**	**(970.4)**	**(14056.8)**
Cumulative Net CF	(484.3)	(1353.0)	(2802.7)	(6403.7)	(8820.4)	(10175.2)	(11145.6)	(12116.0)	(13086.4)	(14056.8)	(14056.8)
Discounted Cash Flow											**NPV**
At 3.5%	(468.0)	(810.9)	(1307.6)	(3138.1)	(2106.0)	(1180.6)	(845.7)	(845.7)	(845.7)	(845.7)	(12393.7)

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Incremental Cash Flow: Alternate 2 - Procure and implement a SaaS EHR Incremental Cash Flow Table

						Discount rate			Discount rate	3.5%
	Year ending…									
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Hosting	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Storage	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	(2616.6)	(872.2)	0.0	0.0	0.0	0.0	0.0	(3488.8)
SW License Maintenance	0.0	0.0	0.0	0.0	(726.9)	(969.2)	(969.2)	(969.2)	(969.2)	(969.2)	(5572.9)
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(768.7)	(768.7)	0.0	0.0	0.0	0.0	0.0	(3459.0)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	(384.3)	0.0	0.0	0.0	0.0	(384.3)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3385.3)	(2367.8)	(1353.5)	(969.2)	(969.2)	(969.2)	(969.2)	(13486.0)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(300.0)
Costs	(384.3)	(768.7)	(1349.7)	(3385.3)	(2367.8)	(1353.5)	(969.2)	(969.2)	(969.2)	(969.2)	(13486.0)
NET CASH FLOW	**(484.3)**	**(868.7)**	**(1449.7)**	**(3385.3)**	**(2367.8)**	**(1353.5)**	**(969.2)**	**(969.2)**	**(969.2)**	**(969.2)**	**(13786.0)**
Cumulative Net CF	(484.3)	(1353.0)	(2802.7)	(6188.0)	(8555.7)	(9909.2)	(10878.4)	(11847.6)	(12816.8)	(13786.0)	(13786.0)
Discounted Cash Flow											**NPV**
At 3.5%	(468.0)	(810.9)	(1307.6)	(2950.1)	(2063.4)	(1179.5)	(844.6)	(844.6)	(844.6)	(844.6)	(12157.8)

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Incremental Cash Flow: Alternate 3 - Contract a vendor to develop a custom EHR Incremental Cash Flow Table

						Discount rate				Discount rate	3.5%
	Year ending…										
$ in 1000s	Jun 30 2017	Jun 30 2018	Jun 30 2019	Jun 30 2020	Jun 30 2021	Jun 30 2022	Jun 30 2023	Jun 30 2024	Jun 30 2025	Jun 30 2026	TOTAL
BENEFITS / GAINS											
Chart Folders	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	(600.0)
Benefit item 2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Benefit item 4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Benefits/Gains	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	(600.0)
COST ITEMS inflows (outflows)											
Personal Services Costs (Salaries & Benefits)											
State Perm Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State Temp Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
State LD Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies/Capital Outlay Costs											
State Data Center Costs											
Consulting Services	0.0	0.0	0.0	(23.7)	0.0	0.0	0.0	0.0	0.0	0.0	(23.7)
Hosting	0.0	0.0	0.0	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(174.0)	(1217.9)
Storage	0.0	0.0	0.0	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(18.1)	(126.7)
Network	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Software Costs											
SW Purchase/Upgrade	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SW License Maintenance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Hardware Costs											
Hardware Purchase/Upgrade	0.0	0.0	(581.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	(581.1)
Hardware Ongoing Maint	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IT Professional Services											
Project Dev/Implementation	(384.3)	(768.7)	(768.7)	(2959.8)	(2959.8)	(2959.8)	0.0	0.0	0.0	0.0	(10801.2)
Operational Staff	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operational Augmentation	0.0	0.0	0.0	0.0	0.0	0.0	(821.6)	(544.4)	(544.4)	(544.4)	(2454.9)
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Costs	(384.3)	(768.7)	(1349.7)	(3175.6)	(3151.9)	(3151.9)	(1013.7)	(736.5)	(736.5)	(736.5)	(15205.5)
CASH FLOW SUMMARY inflows (outflows)											
Cash inflows (outflows)											
Benefits and Gains	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	(100.0)	0.0	0.0	0.0	0.0	(600.0)
Costs	(384.3)	(768.7)	(1349.7)	(3175.6)	(3151.9)	(3151.9)	(1013.7)	(736.5)	(736.5)	(736.5)	(15205.5)
NET CASH FLOW	**(484.3)**	**(868.7)**	**(1449.7)**	**(3275.6)**	**(3251.9)**	**(3251.9)**	**(1013.7)**	**(736.5)**	**(736.5)**	**(736.5)**	**(15805.5)**
Cumulative Net CF	(484.3)	(1353.0)	(2802.7)	(6078.3)	(9330.2)	(12582.2)	(13595.9)	(14332.4)	(15068.9)	(15805.5)	(15805.5)
Discounted Cash Flow											**NPV**
At 3.5%	(468.0)	(810.9)	(1307.6)	(2854.5)	(2833.9)	(2833.9)	(883.4)	(641.8)	(641.8)	(641.8)	(13917.6)

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Non-Financial Business Results

The following are benefits driving the purchase and implementation of an EHR solution.

Table 31. NON-FINANCIAL BUSINESS RESULTS

Benefit Categories	Examples
Process Improvements	
✓ ***Staff Utilization***	○ Staff time locating paper health record files can be reduced and redeployed to other duties, etc. Provide patient health record access to medical providers simultaneously, including medication usage.
✓ ***Streamlined process***	○ While there will most likely be paper-digital overlap during the transition from the paper-laden system to an electronic health records system, business process analysis and the ability to digitally enable AIC health during intake, custody, and release can help reduce redundancies, support manualized automated processes, improve data management to unify and track outside consults, labs, and services reporting, etc. This will unify patient information in manageable digital formats to be available for all stages of care.
✓ ***Reduced processing time***	○ Archive health records has to process the average 200+ monthly record requests much faster. Eliminate the 100+ hours per day at ~$3,00,000 per year cost for HS workers to locate and deliver patient health record sets. This would promise improved appointment/scheduling capability. ○ The painstaking method of acquiring easily accessible data from the AIC population data would facilitate meeting State, Federal, and Departmental regulatory and statutory timeframes for reporting (e.g., HIPAA, CJIS). Eliminate the 14,000+ hours (~$750,000) required to manual prepare for NCCHC accreditation.
✓ ***Improved internal controls***	○ Accountability and increased audit compliance & recordkeeping (e.g., CORE, internal KPIs, etc.). Improve ability to correlate grievances with executed policy and procedures. Improve evidence-based decision making capabilities, population health management and chronic health issue in particular.
✓ ***Achieved Policy Objectives***	○ AIC receive better quality & timely services. Better health care services during custody leads to decreased health care recidivism which helps increases public safety.
✓ ***More stable IT environment***	○ An EHR solution would promise seamless continuity of care and reduced errors/costs, from intake, to custody, to release. Modern software promises more long-term stability than current antiquated, end-of-lifecycle systems and disparate applications and data silos.
New or Enhanced Service	
✓ ***New or improved service***	○ An EHR means automated transactions and ability to receive services online with increased ability to maintain patient chart data with high precision and accuracy, which is difficult to manage with the current paper-based health record format. A digital solution could also provide effective method(s) for clinical teams to collaborate.
✓ ***Customer intimacy***	○ Proper documentation of business needs and technical assessment promotes the ability to understand ODOC's requirements for tailored services

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Benefit Categories	Examples
✓ ***Access to Information***	○ Improve clinical decision-making through concurrent access to authoritative and accurate clinical patient information. Provide capability to integrate information systems with organizations outside of ODOC
Public/Stakeholder Satisfaction	
✓ ***Legislative or regulatory compliance***	○ More adaptable to law change. (e.g., HIPAA, CJIS, Executive Order No. 16-13, Unifying Cyber Security in Oregon). By modernizing its technology platform for health record data, ODOC has an opportunity to become an integral component to the OHA efforts for lowering and containing costs while improving quality and access to health care.
✓ ***More timely information***	○ More effective decision making ability backed by accurate information
✓ ***Streamlined processes***	○ Easier for all parties involved within the continuum of care (e.g., HS staff, AIC, health care providers, transfer personnel). ○ Improving reentry for the medically needy helps reduce recidivism. According to the Oregon Criminal Justice Commission, reducing the recidivism rate by 1% avoids $4.3 million in annual victim and taxpayer costs due to crime.[137]
Strategic Alignment	
✓ ***Directly supports State, Agency Missions or business plans***	○ An EHR solution would improve ODOC's ability to meet its mission and promote public safety by supporting functions necessary for clinical excellence and risk management. ○ Holding to the values of integrity and professionalism, an EHR solution provides more dignity, respect, and wellness to AIC, while providing further safety and security in the ODOC workplace and to the public with better evidence-based, efficient decision making and stewardship abilities for staff and administration at the State and Federal level. ○ An EHR solution promotes the vision of a sustainable business practice that isn't weighed down by paper-driven processes and disparate computing systems that don't share data well.
✓ ***Shared services***	○ There is an opportunity to not only interconnect the 14 health care centers at the institutions but also connect countrywide in order to share in the National Quality Strategy public health data exchange. ODOC would also be better equipped to also enable ability to use secure health data via the Oregon Health Information Exchange as AIC are released from custody, enter communities, and sign up for health care under the Affordable Care Act.

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[137] Colette S. Peters, "Managing the Mentally Ill in Oregon's Prisons," ODOC/OHSU Psychiatry Grand Rounds. Link

Appendix D: Risk Assessment

Overview

The Alternatives Analysis Report included an effort to understand and analyze the risks of the five approaches evaluated. The analysis factored in risks identified when speaking with HS and ITS stakeholders, product vendors, and states that have implemented an EHR within a correctional setting. The risks identified during the analysis will be re-visited and expanded on during later efforts when more detailed and concrete analysis is conducted.

The risk analysis was completed in two parts. The first was identifying risks, their probability, impact, and a mitigation strategy for each risk. The second part was determining a risk score using the DAS Project Risk Model. (See also, the standalone Risk Assessment document that has been provided in support of this Business Case.)

Risk and Mitigation

The following section identifies various risks that were identified during the conceptual phase of the EHR effort. The risks themselves are the same that have been covered in the Alternative Analysis section, except that below, they have been grouped into three distinct sections:

- **General** – Risks that apply organizationally and independent of any of the alternates explored.
- **Recommended Alternatives** – Risks that are specific to the recommended alternatives (on-premises COTS EHR or SaaS COTS EHR)
- **Not-Recommended Alternatives** – Risks associated with the alternates that were evaluated but not recommended

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General

ODOC will face the following risks (primarily business and organizational based) with the implementation of an EHR, regardless of the approach or solution chosen.

#	Risk	Probability	Impact	Migration Strategy
GR.1	Biennial budget cycle makes meeting the schedule a risk.	High	High	Project planning, estimates, approvals, and procurement need alignment with budget cycles.
GR.2	Inadequate training of an enterprise-grade solution within a high-security correctional setting results in sharp productivity drops and user frustrations.	High	High	A comprehensive training plan needs to be established. The training plan should leverage a Gap Analysis that focuses on specific disciplines and job functions. Agency needs to ensure adequate training time is budgeted and that there are self-training tools that can be used outside of focused training sessions.

#	Risk	Probability	Impact	Migration Strategy
GR.3	Workforce is resistant to change making buy-in over a long project implementation more difficult.	Medium	High	Keep the workforce involved in the process and ensure each institution has a strong champion to support the effort.
GR.4	The subsidized network grant on the Statewide Fiber-Optic Network changes or is eliminated.	Medium	High	When performing detailed cost modeling and developing future POP's that will cover implementation budget for network costs should the subsidy be eliminated.
GR.5	During long or extended implementations, users create work-arounds to solve acute issues in lieu of completed technology implementation. Use these as guides for implementation and not tools that become institutionalized outside the solution.	High	High	Ensure business analysis focuses on understanding the different disciplines and job functions and conducts Gap analysis. Use work-around opportunities as guides for implementation and not tools that become institutionalized outside the solution.
GR.6	With networking and solution support being carried out by different organizations and units, there is a risk that without proper collaboration and transparency between ETS, ITS, Facility Services and the solution vendor that a large scale implementation would suffer.	High	High	Establish a reoccurring standing meeting in which a representative from the various units / organizations is present to discuss issues or upcoming changes. When representatives can't find common ground on issues with risk, escalate.

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Recommended Alternatives

The following risks were identified for alternative 1 (Procure and Implement an On-Premises COTS EHR and alternative 2 (Procure and implement SaaS EHR). Because some risks apply to how the solution is hosted, the risk table has been adapted to include an additional column to specify which alternative the risk applies too.

Table 32. Overlapping Risks for Recommended Alternatives 1 & 2

#	Alternative Impacted	Risk	Probability	Impact	Mitigation Strategy
Alt1.R1	1	COTS product is not compatible with ODOC or SDC hardware / infrastructure.	Low	High	Ensure technical requirements are clearly defined in RFP and subsequent contract negotiations.
Alt1.R2	1	SDC hardware / infrastructure require updates to become HIPAA / CJIS compliant.	Low	High	Work with ETS early in Stage Gate 2 to understand current HIPAA / CJIS compliance, identifying any areas where SDC is not compliant and identifying ways in which compliance can be reached. This includes, but is not limited to, ensuring RFP includes requirements that vendor product must encrypt data in transit and rest.
Alt1.R3	1	Hosting on premises would require coordination between HS, ITS, and ETS.	High	Medium	Develop a detailed SLA and process expectations so coordination / collaboration amongst the different organizations / units can be streamlined.
Alt1.R4	1	System support is not provided 24/7/365.	High	High	After Stage Gate 1 endorsement, confirm 24/7/365 support as understood for project needs either is or is not an option within ETS. If not, develop contingency plans for any unexpected downtime.
Alt2.R1	2	Solution vendor Service Level Agreement (SLA) negotiations take longer than expected. Extends schedule.	Low	Low	Make sure RFP and contract language clearly stipulates SLA expectations.
Alt2.R2	2	Vendor Cloud services are not compliant with State and Federal regulations	Medium	High	Make sure RFP and contract clearly stipulates which regulations cloud hosting must comply with.

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#	Alternative Impacted	Risk	Probability	Impact	Mitigation Strategy
Alt1.R5, Alt2.R3	1 & 2	After configuration, solution does not meet critical business requirements and requires heavy customization.	Medium	High	Ensure clear and comprehensive requirements are outlined in RFP. Seek product demonstrations during the RFP process in Stage Gate 2.
Alt1.R6, Alt2.R4	1 & 2	COTS solutions offer less customization options and will require extensive training for health services staff to adapt processes and workflows.	High	High	Create a comprehensive training strategy that targets the different position types within ODOC. Seek vendors that have well-vetted and mature training process with different training tools (online self-study courses, in-person training, etc.). In addition, reach out to other states that have implemented EHRs and gain an understanding of training they instituted and learn what worked best and didn't.
Alt1.R7, Alt2.R5	1 & 2	HS processes to be revamped to conform with solution, increasing costs and timeline.	High	High	Heavily engage business analyst(s) to understand the functional units and processes within ODOC (e.g., intake, transfer, etc.). Seek product demonstrations during the RFP process and compare product capabilities with business processes. After acquisition and during implementation, continue to perform gap analysis of workflows against the product solution and commit to organizational change management where processes will need to change to work with system.

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#	Alternative Impacted	Risk	Probability	Impact	Mitigation Strategy
Alt1.R8, Alt2.R6	1 & 2	Implementation of solution is carried out by a vendor other than the vendor that produced the product.	Low	Medium	Stipulate in the RFP that the vendor who owns the product perform the implementation, and if they don't do the implementation themselves, vet the vendor implementing the product using same criteria of the product owner.
Alt1.R9, Alt2.R7	1 & 2	There is more functionality enabled than is needed, complicating workflows.	Medium	High	Clearly specify in the RFP and later during implementation which features / templates / workflows are needed. Begin with basic needs and expand only as needed and following a controlled change management process.
Alt1.R10, Alt2.R8	1 & 2	ODOC and HS needs change over time, and COTS solution doesn't scale well or requires further customization/configuration.	High	Low	Identify solutions that do scale and integrate well. Identify vendor capabilities to configure solution after "Go Live" and also identify possible vendors (other than product owner) certified to make changes as-needed.

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Not-Recommended Alternatives

The following risks were associated with the alternate approach options evaluated but not recommended as a good fit.

Alternative 0 – Status Quo

#	Risk	Probability	Impact	Mitigation Strategy
Alt-0-R1	Ability to address and resolve the primary business problems facing ODOC HS	High	High	Focus on operational change management to address issues with continuity of care, evidence-based decision making, performance, and compliance measurement

Alternative 3 – Contract a vendor to develop a custom EHR

#	Risk	Probability	Impact	Migration Strategy
Alt3.R1	The State of Oregon's will for such a project after lower levels of success with custom builds result in less support.	High	High	Comprehensive due diligence must be provided with close collaboration with OSCIO and other organizational units to ensure complete buy-in and needed support.
Alt3.R2	Solution takes extensive time to complete and implementation spans multiple budget cycles and evolving business processes.	High	High	Implement core critical functionality early and begin production use early, implementing new and extended functionality (lower priority) incrementally.
Alt3.R3	Limited availability from ITS developers reduces ODOC knowledge and familiarity with the system being built.	High	High	Plan to increase ITS resources and / or plan for the implementer of the solution to continue providing support and maintenance after solution is built.
Alt3.R4	Undefined or changing requirements cause scope creep prolonging schedule and increasing cost.	High	High	Ensure the project includes a phase for detailed business process and system requirements. Later implementation costs are based on requirements. Structure implementation contract to be lump sum and have a pre-defined well-structured change-order process in place.
Alt3.R5	Implementers capabilities not at the level needed to successfully build the needed solution.	High	High	Carefully vet vendors, evaluate past experience implementing projects of similar size and scope.

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Alternative 4 – Procure and implement a document imaging system (non-EHR document management solution)

#	Risk	Probability	Impact	Mitigation Strategy
Alt4.R1	Extensive customization required to integrate different products to achieve ODOC HS requirements.	Medium	Medium	If more than a single product is required, limit the number of products and ensure any products used have flexible APIs and are well documented.

#	Risk	Probability	Impact	Mitigation Strategy
Alt4.R2	Approach is a continuation of "patching" areas of business and technology needs with incomplete solutions.	High	Medium	Benchmark the solution against requirements and formulate a clear roadmap that can be used to efficiently extend the solution over time (e.g., have a complete vision and inventory of solution capabilities)
Alt4.R3	Due to the many permutations this approach may have, the schedule, budget, and risk are not well understood.	High	High	Identify specific product(s) that would be used and formulate a high-level design that is benchmarked against solution requirements. Once specific design and product(s) are known, revisit the high-level plan, risks, and budget.

Risk Score

In addition to the Risks and Mitigation, a high-level scoring of the different approaches was performed using the DAS Risk Model. Note that the Status Quo alternative did not get assessed using the risk model, but it was generally agreed that inaction will result in high risk to ODOC by not addressing key issues facing the agency.

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Table 33. RISK SCORE MATRICES 1-4

Alternative 1 and 2 – COTS EHR (on-premises and SaaS)

Although the COTS EHR approaches have different risks, the model itself didn't distinguish much in terms of the risks score, so the two were modeled as one.

Total Project Risk Score			Component Risk Assessments
	Interim Score	60	
			Med Budget Risk
	Low	Score	
	Risk		High External Dependencies Risk
	1 - 35		
			Med Management Risk
	Medium	Score	
	Risk	60	Med Mission Critical Risk
	36 - 72		
			High Failure Risk
	High	Score	
	Risk		Med Complexity Risk
	> 72		
	Question Number	Project Risk Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
Budget Risk	1	What is the estimated total project cost?	Project cost is greater than $5 million.
	2	What percentage of the agency budget does the project represent?	The project is less than 2% of the agency budget.
	3	Have sufficient project funds been budgeted and allocated?	Minimum essential funding is budgeted and allocated.
	4	How much confidence is there in the expenditure and funding projections?	Accuracy of budget estimate is greater than 50% and less than or equal to 85%.
	5	Is funding available for maintenance of the project deliverable after project closure?	Maintenance funding is planned but constrained.
External Dependencies	6	Is this project dependent on another projects deliverable?	The project will utilize other project deliverables.
	7	Does this project require resources from other organizations?	External resources are critical to the project.
	8	Does this project require data from other sources?	Data from other sources has a significant impact.
Management Risk	9	What is the level of management commitment?	Management has made the project a priority.
	10	Is the project sponsor resourcing the project?	The project sponsor has control of some of the resources needed.
	11	What is the experience and training level of agency project managers?	The agency project managers have training and experience.
Mission Critical Risk	12	How important is the project to meeting Commonwealth Strategic Objectives?	The project is important to meeting Commonwealth Strategic Objectives.
	13	How important is the project to meeting externally generated mandates? (Legislative, Executive. or Judicial)	The project is important to the accomplishment of external mandates.
	14	How important is the project deliverable to agency core business activities?	The project is important to the organization core business activities.
Failure Risk	15	Has the agency and/or vendor executed similar projects?	Agency or vendor have executed a similar project.
	16	How will failure of the project impact the customers?	Impact of project failure on customers is high.
	17	How politically sensitive is the project?	The project is very sensitive to political climate.
Complexity Risk	18	How new is the technological solution?	The technology has been available for several years.
	19	Is the application of this solution new, proven, or untried?	A new application of the technology that has been tried but is not proven.
	20	How many processes or business activities are impacted?	Critical business processes are impacted.

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Alternative 3 – Contract a vendor to develop a custom EHR

Total Project Risk Score			Component Risk Assessments
	Interim Score	72	
			Med Budget Risk
	Low	Score	
	Risk		High External Dependencies Risk
	1 - 35		
			Med Management Risk
	Medium	Score	
	Risk	72	Med Mission Critical Risk
	36 - 72		
			High Failure Risk
	High	Score	
	Risk		High Complexity Risk
	> 72		

	Question Number	Project Risk Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
Budget Risk	1	What is the estimated total project cost?	Project cost is greater than $5 million.
	2	What percentage of the agency budget does the project represent?	The project is less than 2% of the agency budget.
	3	Have sufficient project funds been budgeted and allocated?	Minimum essential funding is budgeted and allocated.
	4	How much confidence is there in the expenditure and funding projections?	Accuracy of budget estimate is less than or equal to 50%.
	5	Is funding available for maintenance of the project deliverable after project closure?	Maintenance funding has not been planned.
External Dependencies	6	Is this project dependent on another projects deliverable?	The project will utilize other project deliverables.
	7	Does this project require resources from other organizations?	External resources are critical to the project.
	8	Does this project require data from other sources?	Data from other sources has a significant impact.
Management Risk	9	What is the level of management commitment?	Management has made the project a priority.
	10	Is the project sponsor resourcing the project?	The project sponsor has control of some of the resources needed.
	11	What is the experience and training level of agency project managers?	The agency project managers have training and experience.
Mission Critical Risk	12	How important is the project to meeting Commonwealth Strategic Objectives?	The project is important to meeting Commonwealth Strategic Objectives.
	13	How important is the project to meeting externally generated mandates? (Legislative, Executive. or Judicial)	The project is important to the accomplishment of external mandates.
	14	How important is the project deliverable to agency core business activities?	The project is important to the organization core business activities.
Failure Risk	15	Has the agency and/or vendor executed similar projects?	Neither the agency nor the vendor has executed a similar project.
	16	How will failure of the project impact the customers?	Impact of project failure on customers is high.
	17	How politically sensitive is the project?	The project is very sensitive to political climate.
Complexity Risk	18	How new is the technological solution?	The technology is in development (Leading Edge).
	19	Is the application of this solution new, proven, or untried?	A new application of the technology which has never been tried before.
	20	How many processes or business activities are impacted?	Critical business processes are impacted.

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Alternative 4 – Procure and implement a document imaging system (non-EHR document management solution)

Total Project Risk Score			Component Risk Assessments
	Interim Score	64	
			Med Budget Risk
	Low	Score	
	Risk		High External Dependencies Risk
	1 - 35		
			Med Management Risk
	Medium	Score	
	Risk	64	Med Mission Critical Risk
	36 - 72		
			High Failure Risk
	High	Score	
	Risk		Med Complexity Risk
	> 72		

	Question Number	Project Risk Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
Budget Risk	1	What is the estimated total project cost?	Project cost is greater than $5 million.
	2	What percentage of the agency budget does the project represent?	The project is less than 2% of the agency budget.
	3	Have sufficient project funds been budgeted and allocated?	Minimum essential funding is budgeted and allocated.
	4	How much confidence is there in the expenditure and funding projections?	Accuracy of budget estimate is less than or equal to 50%.
	5	Is funding available for maintenance of the project deliverable after project closure?	Maintenance funding has not been planned.
External Dependencies	6	Is this project dependent on another projects deliverable?	The project will utilize other project deliverables.
	7	Does this project require resources from other organizations?	External resources are critical to the project.
	8	Does this project require data from other sources?	Data from other sources has a significant impact.
Management Risk	9	What is the level of management commitment?	Management has made the project a priority.
	10	Is the project sponsor resourcing the project?	The project sponsor has control of some of the resources needed.
	11	What is the experience and training level of agency project managers?	The agency project managers have training and experience.
Mission Critical Risk	12	How important is the project to meeting Commonwealth Strategic Objectives?	The project is important to meeting Commonwealth Strategic Objectives.
	13	How important is the project to meeting externally generated mandates? (Legislative, Executive. or Judicial)	The project is important to the accomplishment of external mandates.
	14	How important is the project deliverable to agency core business activities?	The project is important to the organization core business activities.
Failure Risk	15	Has the agency and/or vendor executed similar projects?	Agency or vendor have executed a similar project.
	16	How will failure of the project impact the customers?	Impact of project failure on customers is high.
	17	How politically sensitive is the project?	The project is very sensitive to political climate.
Complexity Risk	18	How new is the technological solution?	The technology has been available for several years.
	19	Is the application of this solution new, proven, or untried?	A new application of the technology that has been tried but is not proven.
	20	How many processes or business activities are impacted?	Critical business processes are impacted.

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Appendix E: High-Level Project Plan

The high-level plan below includes anticipated upcoming tasks for the implementation of an EHR solution when following the recommended approach of procuring and implementing a COTS EHR. The plan has been structured in such a way to align with the Stage Gate Review process, State of Oregon legislative budget cycles, and preexisting HS planning. The plan spans November 1, 2016, to June 30, 2023, nearly seven years and more than three biennia. There are four distinct phases, as shown below. (Tasks in the plan illustrate work at a high-level; later phases will establish more granular task work.)

Phase	Stage Gate	High Level Tasks
Concept ***Current***	1	• Business Case and Supporting Information – High Level • 2017-2019 Policy Option Package (POP) • Stage Gate 1 Endorsement
Initiation & Planning ***Nov-2016 to Jun-2019***	2 & 3	• Establish Steering Committee • Procure PM / BA / QC Services • Detailed Analysis (Solution Requirements, Alternatives, etc.) • Business Case and Supporting Information – Detailed • Foundational Project Management Artifacts • Hardware and Equipment Upgrades • 2019-2021 POP • Solution Procurement • Stage Gate 2 and 3 Endorsement
Execution ***Jul-2019 to Nov-2020***	4	• Implementation • Gap Analysis - solution features vs. business processes • Staff and User Training • Quality Control • Status and Progress reporting • Stage Gate Review artifact upkeep • 2021-2023 POP • “Go-Live” • Stage Gate 4 Endorsement
Monitor & Closeout ***Nov-2020 to Jun-2023***		• One-year post “Go-Live” support (PM, BA, QC Services) • Operations and maintenance

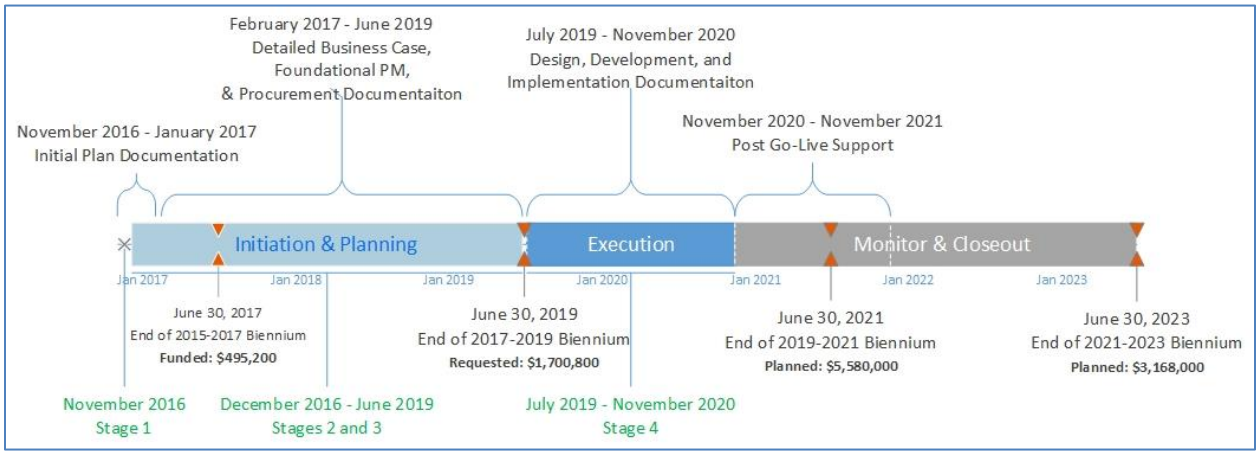
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A standalone document of the High-Level Plan has also been provided in support of this Business Case.

Schedule

The following timeline illustrates the work planned between Nov-2016 and Jul-2023 when proceeding with the approach of procuring and implementing an on-premises COTS/SaaS-based EHR solution.

Figure 10. HIGH-LEVEL PROJECT PLAN FOR ON-PREMISES COTS/SAAS-BASED EHR SOLUTION



Concept

The conceptual phase is nearing completion and is not called out in the timeline; however, it is anticipated that Stage Gate 1 endorsement will be achieved by the end of November 2016. The below diagram illustrates high-level tasks being worked on during the Concept phase:

Figure 11. HIGH-LEVEL CONCEPT PHASE TASKS

ID	Task Name	Start	Finish
1	**Initial Plan Documentation**	5/11/2016	11/15/2016
2	*Business Needs and Technical Assessment*	5/11/2016	9/15/2016
3	*Alternative Analysis Report*	9/16/2016	10/14/2016
4	Business Case – High Level	10/17/2016	10/28/2016
5	Project Risk Assessment – High Level	10/17/2016	10/28/2016
6	Project Plan – High Level	10/17/2016	10/28/2016
7	2017-2019 POP Development	5/12/2016	8/30/2016
8	2017-2019 POP Approval	6/1/2017	6/1/2017
9	**Stage Gate 1 Endorsement (Concept)**	11/15/2016	11/15/2016

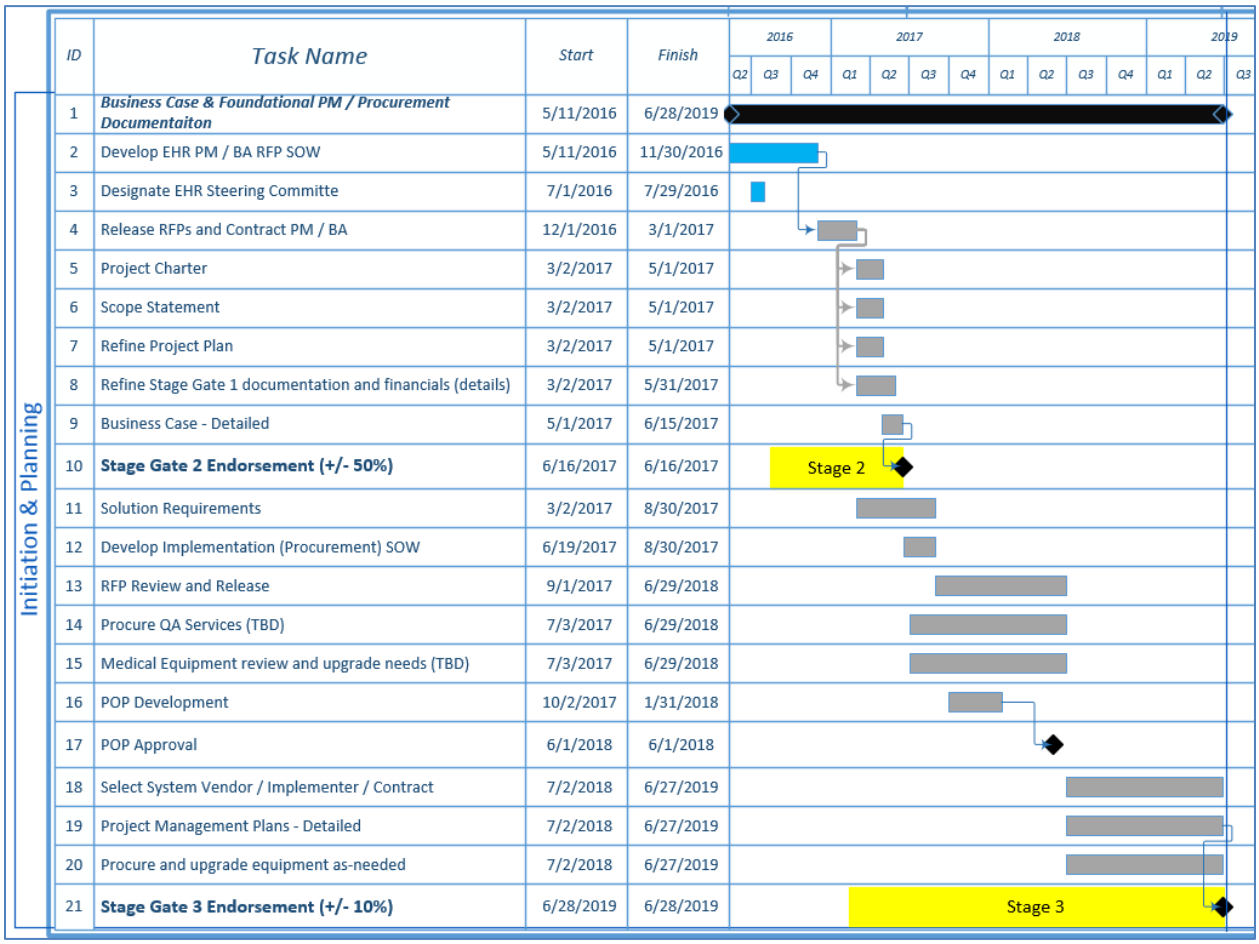
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Of note, the BNTA and AAR (see appendix) are documents that have been drafted to support the high level Business Case and will help set the stage for later phases task work. Also of note, the 2017-2019 POP is intended to cover the costs of professional services (PM/BA) and hardware/equipment upgrade during the next biennium.

Initiation and Planning

Soon after Stage Gate 1 Endorsement has been achieved, phase two begins. Of the phases, Initiation & Planning spans the most calendar time beginning with drafting of the PM / BA statement of work and continuing through to product vendor contract execution and Stage Gate 3 endorsement. The diagram below illustrates high-level tasks anticipated during Initiation and Planning:

Figure 12. High-Level Initiation and Planning Tasks



ID	Task Name	Start	Finish
1	***Business Case & Foundational PM / Procurement Documentaiton***	5/11/2016	6/28/2019
2	Develop EHR PM / BA RFP SOW	5/11/2016	11/30/2016
3	Designate EHR Steering Committe	7/1/2016	7/29/2016
4	Release RFPs and Contract PM / BA	12/1/2016	3/1/2017
5	Project Charter	3/2/2017	5/1/2017
6	Scope Statement	3/2/2017	5/1/2017
7	Refine Project Plan	3/2/2017	5/1/2017
8	Refine Stage Gate 1 documentation and financials (details)	3/2/2017	5/31/2017
9	Business Case - Detailed	5/1/2017	6/15/2017
10	**Stage Gate 2 Endorsement (+/- 50%)**	6/16/2017	6/16/2017
11	Solution Requirements	3/2/2017	8/30/2017
12	Develop Implementation (Procurement) SOW	6/19/2017	8/30/2017
13	RFP Review and Release	9/1/2017	6/29/2018
14	Procure QA Services (TBD)	7/3/2017	6/29/2018
15	Medical Equipment review and upgrade needs (TBD)	7/3/2017	6/29/2018
16	POP Development	10/2/2017	1/31/2018
17	POP Approval	6/1/2018	6/1/2018
18	Select System Vendor / Implementer / Contract	7/2/2018	6/27/2019
19	Project Management Plans - Detailed	7/2/2018	6/27/2019
20	Procure and upgrade equipment as-needed	7/2/2018	6/27/2019
21	**Stage Gate 3 Endorsement (+/- 10%)**	6/28/2019	6/28/2019

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Early in phase two, ODOC HS plans to procure a team of PM / BA's who will play an instrumental part in ushering the project through the remaining phases of the project. As shown in the above diagram, considerable calendar time has been reserved for approval and release of the RFP, vendor evaluation, award and contract.

This means that the period between 12/1/2016 and 8/30/2017 will involve intensive PM and BA related activities. These activities will build off the high level documentation produced in the conceptual phase. In addition, new documentation and PM tools will be generated that will guide the project forward.

During the period of time in which the PM / BA team build off existing high level documentation and drill down to the details (between 3/2/2017 and 8/30/2017), it is recommended that EHR product vendors

be invited for product demonstrations.[138] This will allow the team to fill in the gaps and increase the level of confidence on cost, schedule and risk.

Once the RFP for an EHR product and implementation is ready for review around 9/1/2017, PM / BA activities will decrease until the RFP is approved, released and vendors submit their responses. From vendor selection on, PM / BA and QC activities will again increase and remain highly active through 10/30/2021.

In addition to the tasks carried out by the PM / BA team in support of HS readiness for implementation and the Stage Gate Review process, the following key tasks will be achieved:

- Determination (and approval) of whether EHR will be hosted on-premises or in the cloud (SaaS)
- 2019-2021 POP will be created and approved to cover implementation costs.
- ODOC HS will upgrade medical equipment and hardware, as needed, in anticipation for EHR implementation.
- QC services will be acquired

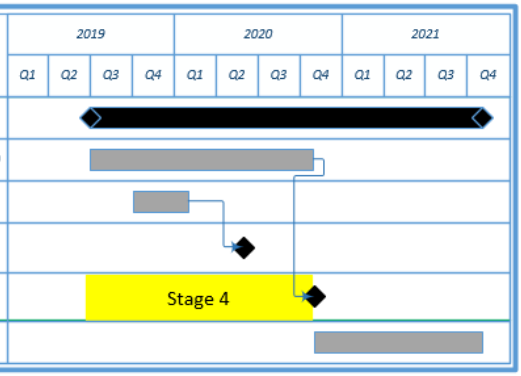
Execution

After Stage Gate 3 endorsement and contract award, the project will enter the execution phase in which the product is implemented. Its expected implementation will begin around July of 2019 and conclude with "Go-Live" and Stage Gate 4 endorsement in November of 2020.[139]

Figure 13. HIGH-LEVEL EXECUTION TASKS

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	ID	Task Name	Start	Finish
Execution	1	Design, Development, Implementation Documentaiton	7/1/2019	11/2/2021
	2	Implementation (Contract, BC updates, etc.)	7/1/2019	10/30/2020
	3	2021-2023 POP Development	10/2/2019	1/31/2020
	4	2021-2023 POP Approval	6/1/2020	6/1/2020
	5	Stage Gate 4 Endorsement (Go Live)	11/2/2020	11/2/2020
	6	Post Implementation Support	11/3/2020	11/2/2021



Actual tasks required to implement the EHR solution will be determined and detailed during the Initiation and Planning phase, but at a minimum the following is expected:

- Ongoing status and progress reporting

[138] The idea of issuing a new RFI was discussed, however, during the conceptual phase it was determined that many of the respondents to the 2009 RFI were the same vendors that would reply to a second RFI. In addition to inviting past RFI respondents the PM/BA team could survey other states that have implemented EHR in recent years to determine if there are additional product vendors that should be invited for demonstrations. Issuance of a new RFI would increase the initiation and planning phase and likely not add much value given there are a limited number of product vendors with correction specific EHRs and the products themselves are already mostly known to ODOC HS.
[139] Speaking with product vendors and state correctional agencies implementation of a COTS EHR can be achieved in 12- to 16-months' time.

- Ongoing QA assessments
- Updates to IRR and Business Case
- Updated PM plans, documents and tools
- Gap Analysis
- Staff training
- 2021-2023 POP to cover post "Go-Live" professional services and hardware/equipment upgrades
- "Go-Live"
- Stage Gate 4 endorsement

Monitor and Closeout

Immediately after the "Go-Live" release around November of 2020, the project will shift to ongoing operations and maintenance. Because of the complexity with EHR implementation and releases, HS anticipates an active first year of support, training and solution refinement. For this reason, HS will keep the services of the PM / BA / QC teams for the year immediately following "Go-Live."

Costs and Budget

The alternative analysis revealed the TCO for a COTS EHR to be roughly $13.5 million over nearly a 10-year period, or roughly $10.5 million between November 1, 2016 and June 30, 2023.

Focusing on the timeline and four phases outlined in the previous sections, HS should anticipate and plan for the following costs through June 30, 2023:[140]

Phase	Biennium	Description	Total
Concept	2015-2017 (Funded)	• Business Case – High Level ($89,000) • PM / BA through June 30, 2017 ($316,200) • HIPAA Evaluation ($90,000)	$495,200
Initiation & Planning	2017-2019 (Requested)	• PM / BA / QC Services ($1,666,880) • Other ($33,920)	$1,700,800
Execution	2019-2021 (Planned)	• Software Purchase / Subscription ($3,500,000) • PM / BA / QC Services ($1,500,000) • PC Purchase / Upgrade ($580,000)	$5,580,000
Monitor & Closeout[141]	2021-2023 (Planned)	• PM / BA / QC Services ($768,000) • Software Licensing ($2,000,000) • Hosting ($400,000)	$3,168,000
Total			**$10,944,000**

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[140] The estimates for COTS EHR were loosely benchmarked against already funded and requested funds as well as anticipated costs beyond the 2017-2019 biennium. The costs are an approximation and will be updated as the project proceeds past concept.

[141] Software licensing and hosting fees have used a pessimistic estimate of $1.2 million per year for budgeting purposes.

Appendix F: Project Stakeholders and Steering Committee

The key stakeholders on the current EHR project have represented the organizational expertise and input needed across the various ODOC business areas with a keen interest in the success of the project.

Stakeholder Groups	Roles	Responsibilities
ODOC Administration	Director	Accountable for the entire Department of Corrections.
ODOC HS Administration, Management, and Business Operations	Administrator	Accountable to the Department Director for Health Services
	Business Operations Administrator	Accountable for HS budget and planning
	Medical Services Manager	Responsible for Medical staff
	Dental Program Director	Responsible for Dental staff
	Business Operations & Policy Analyst	HS – ITS Liaison
ODOC ITS	Chief Information Officer	Accountable for information technology support
	Business Support and Operations Manager	Responsible for information technology support
ODOC PMO	Project Manager	PMO-IT Liaison
DAS IT	Planning & Policy Analyst	DAS Liaison
	IT Investment Oversight Analyst	DAS Liaison
	Strategic Technology Officer	DAS Liaison
OHA (Oregon Health Authority)	Implementation Director	OHA Liaison
Oregon State Sheriffs' Association	TBD	OSSA Liaison

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ODOC EHR Steering Committee

The EHR Steering Committee is responsible for project oversight, addressing major business issues and establishing the vision, direction, and strategies of the EHR Project.

The primary function of the Steering Committee is to take responsibility for the feasibility, business case and the achievement of outcomes of the DOC EHR Project. The DOC EHR Steering Committee will monitor and review the project status, as well as provide oversight of the project deliverable rollout.

The EHR Steering Committee provides oversight so organizational concepts and directions are established and maintained with a visionary view. The EHR Steering Committee provides insight on long-term strategies in support of legislative budget. Members of the EHR Steering Committee ensure business objectives are being adequately addressed and the project remains under control. In practice these responsibilities are carried out by performing the following functions:

- Understanding of the strategic direction for the business area being served by the project;
- Monitoring and review of the project at regular Steering Committee meetings;
- Monitor project risks, quality, and timeliness of deliverables;
- Providing assistance to the project when required;
- Controlling project scope as emergent issues force changes to be considered, ensuring that scope aligns with the agreed business requirements of project sponsor and key stakeholder groups;
- Resolving project conflicts and disputes, reconciling differences of opinion and approach;
- Review and make recommendations of project deliverables;
- Ensure adequate project funding;
- Provide communication to LFO and strategic technology office;
- Provide insight and high level reports to the ODOC Leadership Team EHR subcommittee;

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The Steering Committee is responsible for approving major project elements such as:

- Prioritization of project objectives and outcomes as identified in the project *Business Case*;
- Deliverables as identified in the project *Scope Statement*;
- Budget, ensuring that effort, expenditures and changes are appropriate to stakeholder expectations;
- Schedule;
- Risk management strategies, ensuring that strategies to address potential threats to the project's success have been identified, estimated and approved, and that the threats are regularly re-assessed;
- Project management and quality assurance practices.

Appendix G: Glossary of Definitions & Terms

Adult in Custody (AIC) – Formerly referred to as "offenders" or "inmates," any person under the supervision of Department of Corrections who is not on parole, probation or post-custody supervision status.

Alternative Agnostic – Certain assumptions, costs, benefits, risks, sources, etc., applied to all alternatives.

Alternative Specific – Certain assumptions, costs, benefits, risks, sources, etc., specific to an alternative.

Customization – Extending/modifying software behavior or features with uniquely developed software code.

Configuration – Extending/modifying software behavior or features with non-machine language and coding or pre-built interfaces and wizards.

EHR vs. EMR – Although the definitions of an electronic medical record (EMR) and an electronic health record (EHR) system could be considered the same, the National Alliance for Health Information Technology established official definitions for an EMR and an EHR. These definitions have established that these two types of systems are the same; however, an EHR system has more functionally than an EMR system, and an EHR has the functionality to allow interfacing with current systems at designated institutions which provide health care services.

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- EMR – The electronic record of health-related information on an individual that is created, gathered, managed, and consulted by licensed clinicians and staff from a single organization who are involved in the individual's health and care.
- EHR **–** The aggregate electronic record of health-related information on an individual that is created and gathered cumulatively across more than one health care organization and is managed and consulted by licensed clinicians and staff involved in the patient's health and care.

Employee – Any person employed full-time, part-time, or under temporary appointment by the Department of Corrections; any person employed under contractual arrangement to provide services to the department; any person employed by private or public sector agencies who is serving under department-sanctioned special assignment to provide services or support to department programs within any Department of Corrections facility.

Department of Corrections Facility – Any institution, facility or staff office, including the grounds, operated by the Department of Corrections.

Functional Unit – Any organizational component within the Department of Corrections responsible for the delivery of services or coordination of programs.

Functional Unit Manager – Any person within the Department of Corrections who reports to the Director, an Assistant Director or an administrator and has responsibility for the delivery of services or coordination of programs.

Healthcare Provider – Any professional who is licensed or certified to provide health care services, including physicians and hospitals (and the various entities/forms in which they do business), and public, quasi-public and private organizations and entities that contract with direct service providers to furnish health care services, such as insurance companies and managed care organizations.

Treating Practitioner – Any Health Services employee who by licensure is authorized to prescribe treatment, including but not limited to, physicians, dentists, nurse practitioners, optometrists and physician assistants.

Key Terms

AIC	Adults in Custody (formerly " Offenders" or "Inmates" in past ODOC material referenced)
AS/400	The Application System/400 mid-range computer platform used at ODOC (Introduced by IBM twenty-eight years ago in 1988). See also, DOC 400.
AWS	Amazon Web Service
BHS	Behavioral Health Services
BNTA	Business Needs and Technical Assessment
CCO	Coordinated Care Organizations
CHP	Correctional Health Partners
CIO	Chief Information Officer
CIPS	Correctional Institution Pharmacy System
CIS	The Corrections Information System managing AIC on the AS/400 (also, DOC/400) and displays information on "green screens."
CJIS	Criminal Justice Information Services
CMIS	Corrections Management Information System, ODOC data warehouse information system
CO	Corrections Officer
COBOL	Common Business Oriented Language
CORE	Correctional Outcomes through Research and Engagement (ODOC's performance initiative begun in 2013)
COTS	Commercial Off the Shelf software (also refer to on-premises)
CPOE	Computerized Physician Order Entry
CQI	Continuous Quality Improvement
CTS	Counseling and Treatment Services
DAS	Department of Administrative Services
DBA	Database Administrator
DOC 400	Also known as CIS, see AS/400 above
EBDM	Evidence-Based Decision Making
ETS	State of Oregon Enterprise Technology Services (also referred to as the State Data Center). ETS provides computing services to numerous state agencies.
EHR	Electronic Health Record, see also definition above
EMR	Electronic Medical Records, see also definition above
ESO	Enterprise Security Office

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ETS	Enterprise Technology Services
FTE	Full Time Equivalent
GREC	Governor's Reentry Council
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
HS	Health Services
HSP	Health Status Program
IHP	Inmate Health Plan
IRR	Information Resource Request
ISO	Information Security Officer
ISS	Information System Specialist
IT	Information Technology
ITS	ODOC Information Technology Services
KOP	Keep-on-Person
KPI	Key Performance Indicator
KPM	Key Performance Measures
LFO	Legislative Fiscal Office
MAR	Medication Administration Record
NCCHC	National Commission on Correctional Health Car
OAM	Oregon Accountability Model
OAR	Oregon Administrative Rule
OCHIN	Oregon Community Health Information Network
ODOC	Oregon Department of Corrections
OHA	Oregon Health Authority
OMS	Offender Management System that consists of web-based multiple software applications including Oracle's JAVA-based web interface
OS	Operating System
PERT	Program Evaluation and Review Technique
POP	Policy Option Package
QA	Quality Assurance
QC	Quality Control
QMHP	Qualified Mental Health Professional
RFI	Request for information
REQID	Requirement ID
RFP	Request for Proposal
ROI	Return on Investment
SAS	Statistical Analysis System (software company)
SaaS	Software as a Service (also defined as cloud)
SDC	State of Oregon SDC provides computing services to numerous state agencies.
SLA	Service Level Agreement
STTL	Short Term Transitional Leave
SME	Subject Matter Expert
TB	Tuberculosis
TCO	Total Cost of Ownership
VistA	Veterans Information Systems and Technology Architecture

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OREGON DEPARTMENT OF CORRECTIONS
Correctional Services Division
Health Services Section

SUBJECT: **Business Case for an Electronic Health Records System**

PURPOSE: **Addendum highlighting significant organizational updates and current efforts with regard to Stage Gate process. Please note: If a paragraph below shows direct updates towards the Stage Gate 1 Approved Business Case, the reference will list the section and page number of that approved Business Case.**

Shortly after receiving Stage Gate 1 approval on January 25, 2017, ODOC Health Services experienced several organizational changes that have strengthened our position to move forward with our pursuit of Stage Gate 2 approval for the agency's EHR system. A new Health Services Administrator and Business Operations Administrator have assumed full responsibility in their roles and are eager to move this project forward. Health Services was also relocated to the Correctional Services Division which has refocused our vision to be an innovative and collaborative organization. (Supports and Updates Existing Business Case: Executive Summary, Page 6)

In early 2016, after several months of work, DOC unveiled its new 10-year strategic plan. The plan – called Destination 2026 – is a roadmap for DOC's future that will provide a filter for decision-making and establishing priorities. A key initiative of this plan is the enhancement of technology used by staff. Implementation of an EHR system has been identified as one of the agencies top technology goals.

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In August 2017, Xpio Health, LLC completed a review of our privacy and security practices using HIPAA compliance methodologies. One of several recommendations, was to consider use of an Electronic Health Record to manage inmate health information as paper records were found to be at risk of permanent loss. (Supports and Updates Existing Business Case: Executive Summary, Page 11)

Measurement – Evidence-Based Decision Making, Performance Indicators, and Compliance were business problems identified in the Problem and Opportunity section of the current business case. Collecting meaningful and measurable patient data for the agency's performance management system Correctional Outcomes through Research (CORE) continues to be a challenge and has resulted in postponing several key measures due to lack of data. An EHR implementation continues to be viewed as the primary solution to this problem. (Supports and Updates Existing Business Case: Problem and Opportunity Definition, Page 23)

Similarly, two recent events have highlighted the urgency of our need for an EHR. The highly publicized water quality issues in the Salem area and its impact on vulnerable populations was the most recent. In response, our efforts to accurately and quickly identify vulnerable patients were hampered by the current paper medical record. The annual flu season presents a similar challenge as we must identify the most vulnerable

as we prioritize efforts to vaccinate all patients desiring the annual flu shot. Our response to these and other real world events would benefit from the automation and data available in an EHR system. (Supports and Updates Existing Business Case: Problem and Opportunity Definition, Page 21

Of final note is the recognized opportunity to implement a small scale proof of concept pilot during Stage Gate 2. A proof of concept pilot project is an opportunity to demonstrate the capabilities of Electronic Health Records (EHR) software on a small area and in a controlled manner. A pilot project is an excellent risk mitigation strategy for an agency planning to implement an EHR system. It can also serve to inform or resolve an alternatives analysis for an agency during the investment planning phase. The pilot helps determine whether the software is appropriate for use by the agency and how easily it can be configured, providing hands-on experience for information technology (IT) personnel, and end users. (Supports and Updates Existing Business Case: Conclusions and Recommendations, Page 48)

Immediate next steps will focus on completing the statement of work that will result in the procurement of a Project Manager/Business Analyst Team which will move the project forward, through the remainder of the Stage Gate process, to its successful implementation and project closure.

A high level timeline of the project is included with this addendum (Addendum Attachment A) and includes modifications due to organizational changes mentioned above as well as the plan to implement a small scale proof of concept pilot during Stage Gate 2. (Supports and Updates Existing Business Case: Figure 1, Page 9 & Figure 10, Page 110)

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Agency Head or Designee: _____ Date: 6-29-18

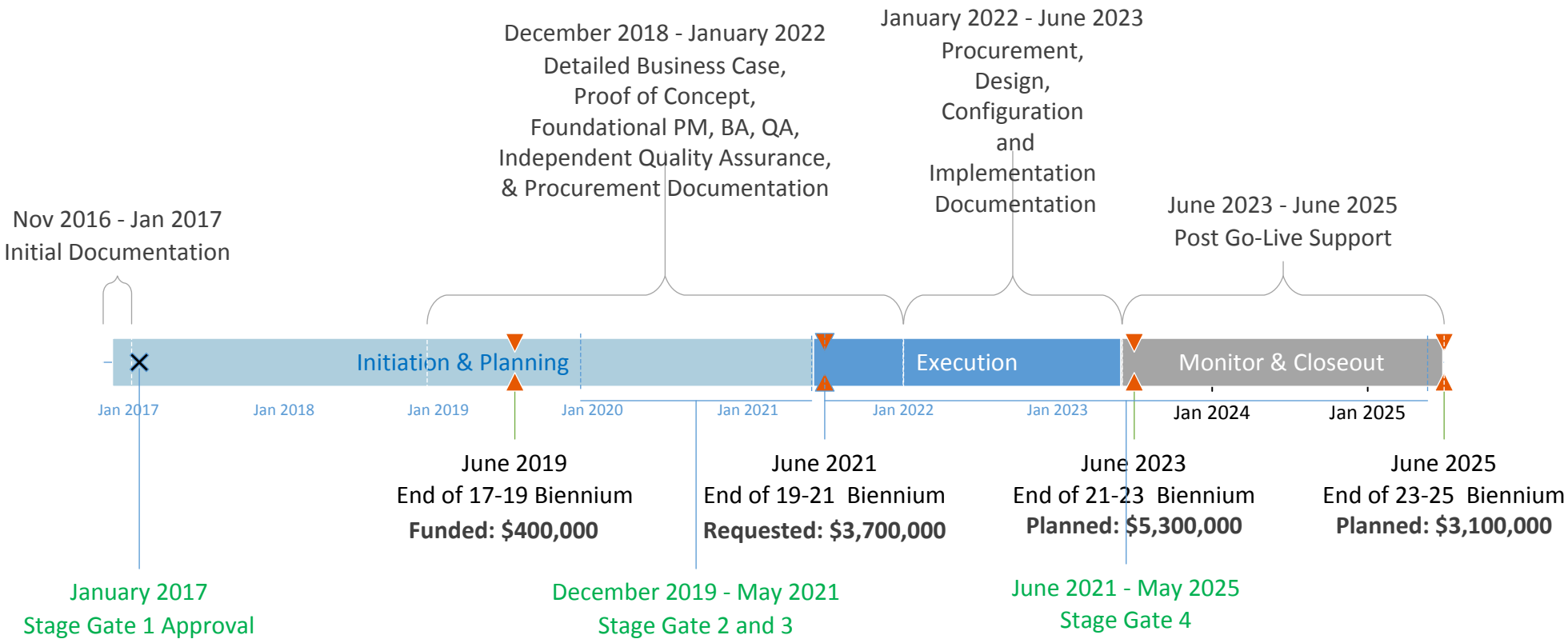
Collette Peters

Agency Executive Sponsor: _____ Date: 6/29/18

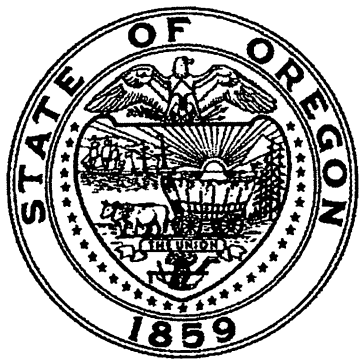
Joe Bugher for
Heidi Steward

Agency Chief Information Officer: _____ Date: 06/27/18

David Alamein



Note: Foundational PM & BA service through duration of project.
Independent Quality Assurance through duration of project.



Business Case for an *Electronic Health Records System*

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Oregon Department of Corrections (ODOC), Correctional Services Division, Health Services (HS) Administration Section

Date: 01/23/2017
EHR Business Case v1.1 Final
Author: Resource Data, Inc.

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	Business Case for an Electronic Health Records System, v1.1 Final POP 103		
AGENCY	Department of Corrections	DATE	
DIVISION	Correctional Services/Health Services	DAS CONTROL #	
AGENCY CONTACT	Sharon Beck	PHONE NUMBER	503.378.3159

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		
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(Name) Brian Bellrgue Brian Bellrgue		(Date) 6-29-18
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Signature		6/27/18
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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Business Case for *Professional Computer (PC) Lifecycle Replacement*

Oregon Department of Corrections (DOC), Information Technology (IT) Services, Support Services

Date: June 29, 2018

Version: 1.0

Authors: Lollie Whitney and Larry Mack

(503) 378-3798
Web site: http://www.oregon.gov/DOC/pages/index.aspx

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	PC Lifecycle Replacement v1.0		
AGENCY	Oregon Department of Corrections (DOC)	DATE	June 29, 2018
DIVISION	IT Services	DAS CONTROL #	TBD
AGENCY CONTACT	Larry Mack	PHONE NUMBER	503-378-5951

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	
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Signature Brian Belleque	6-29-18
Agency Executive Sponsor	
Jim Paul, DOC Assistant Director, Administrative Services (or Designee)	**June 29, 2018**
Signature	6/29/18
Agency Chief Information Officer (CIO) or Agency Technology Manager	
David Alamein, DOC Chief Information Officer (or Designee)	**June 29, 2018**
for	
Signature	6/28/18
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Officer (CIO) IT Investment and Planning Section	
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Executive Summary

Mission and Performance Management

The **Oregon Department of Corrections** (DOC) operates correctional facilities and performs functions related to legislative approved programs for 14,500 **Adults in Custody** (AIC), formerly referred to as inmates, 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, DOC started a new initiative titled **Correctional Outcomes through Research and Engagement** (CORE). CORE is DOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes across the organization.

Agency Destination 2026 "modern tools and technology are in place."

In addition to managing the AIC population, DOC 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 30,400 offenders currently on felony probation and post-prison supervision.

Technology Challenges and Opportunities

Due to 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 for the appropriate level of AIC and staff management.

It is essential that DOC maintain accurate and available information on all offenders throughout their custody cycle, which requires lifecycle equipment that is fast and efficient.

Challenged with many technological deficits, DOC proposes and requests funding for a technical infrastructure sustainability initiative to allow the agency to take advantage of improved infrastructure efficiencies. The modernization of critical and targeted business functions is essential to the DOC's ability to promote public safety by supporting all Department functions necessary for AIC management, case management, sentence management, and fiscal accountability.

- New and upgraded personal computing systems would provide DOC 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 DOC's mission.
- This project aligns with DOC's strategic 10-year plan - Destination 2026. DOC's Strategic Plan was developed to define what success would look like in ten years, and what needed to happen within DOC to reach transformative successes by 2026.
- This project will provides significant value to DOC (and the State of Oregon) by meeting a strategic business need. Establishing a proactive strategy/method to permanently fund the cyclical five-year replacement of PCs allows DOC to maintain accurate and information on all offenders throughout their custody cycle. PC replacements affect a large number of DOC staff (Also

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contractors and volunteers), Community Correction staff, adults in custody, and for those offenders under Community Supervision. Existing DOC services are dependent on the performance of these PCs.

Funding Requests in this Business Case

In support of DOC's mission, the department is requesting permanent funding in one key area of technology infrastructure:

- Professional Computer (PC) Lifecycle Replacement

This sustainability initiative will address systems that are at a ***breaking*** point and need replacing, systems that have ***exceeded their lifecycle***, and systems that can be ***leveraged*** for results that are more productive.

Governor's Goals and Strategy

Policy Option Package (POP) 106B supports the strategic initiatives:

- State of Oregon Governor's Priority/Core Value
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved including employees, adults in custody, offenders under Community supervision, victims, other agency stakeholders and the tens of thousands of Oregonians impacted by the criminal justice system.

PC Lifecycle Replacement

- **Request:** DOC seeks permanent funding to replace computer devices not in compliance with DOC's five-year lifecycle policy. As business services are increasing at a rapid pace, so are the demand for new systems and software with a dependency on PC replacements. Without such funding, the hardware environment cannot be transformed and meet compatibility requirements, which will result in:
  - Security vulnerabilities
  - Direct impact on the agency's operations
  - Inability to migrate existing systems to in-lifecycle operating system platforms, i.e. Windows 10 and Office365
  - DOC shifting funds from other areas within the department to cover costs for individual computing failures and/or small volume purchases.

- Additional benefits:
  - Energy savings due to more energy efficient computers
  - Increase in staff productivity, due to faster computers
  - Reduction in IT labor maintenance cost
  - Reduction in maintenance part replacement cost

The agency has adopted a five-year lifecycle replacement policy for desktops and laptops used on the agency's network. Each unit at a facility or administrative office has relied on shifting funds to cover costs for purchases and out of warranty maintenance for desktops and laptops. Due to budgetary challenges, this practice was not sufficient to maintain a lifecycle replacement plan.

If not funded: In the 2019-21 biennium if the desktops and laptops are not updated, over 80% of the computing inventory will be older than 5 years and out of lifecycle. Additionally, the cost for parts

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replacement will continue to grow exponentially as the age of computing devices increase, increasing the total cost of ownership. Some devices will also be beyond repair.

Timeframe and Cost

- The five-year lifecycle replacement policy would start July 1, 2019 and continue every biennium. DOC is therefore requesting $2,200,000 General Fund and no additional positions for the 2019-21 biennium to begin this sustainability practice. This would result in the expenditure of $1,100,000 each year, which would equal 20% of the fleet. Within six years, the PC inventory would remain within the five-year lifecycle.

Purpose and Background

Background

The **State of Oregon Department of Administrative Services** (DAS) Statewide Policy, 107-004-010, required that all State Agencies would:

- Establish an **IT Asset Management** (ITAM) Program
- Establish IT asset lifecycle replacement plans
- Submit IT asset lifecycle replacement plans along with their biennial agency request budget document

In conjunction with this Statewide Policy, DOC established internal policy 60.1.3, that IT Services would:

- Be responsible for developing and maintaining the department's IT asset management program
- The department's CIO (Chief Information Officer) shall appoint an IT Asset Management (iTAM) coordinator that will be responsible for developing procedures that will ensure the department's IT assets are properly procured
- In conjunction with Planning and Budget, the iTAM coordinator shall develop a budget, for inclusion in the department budget requests, for the lifecycle replacement of all 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 Services

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The IT Lifecycle replacement program

Due to fiscal challenges, the IT asset replacement budget has gone unfunded, though an internal Policy and PC Lifecycle cost center has been established to support the replacement process. In lieu of the permanent funding, DOC has shifted funds from other areas within the department to cover costs for individual computing failures and/or small volume purchases.

Once a Unit or Division replaces a computing device, the item is sent to DOC's central IT control facility for refurbishment or recycling. If the computing device is suitable for another unit, it will be provided as a refurbished upgrade, but the age of the equipment is between six (6) and nine (9) years old and is barely sufficient for day-to-day business use.

If the equipment is refurbishable and is older than 9 years, it is provided for AIC use in support of:

- Measure 17, which actively engages AICs in full-time work or on-the-job training.
- DOC Rule 291-139-0100, in which DOC provides supplemental computing equipment in support of AIC Legal Affairs

- **Oregon Revised Statute** (ORS) 421.081, in which DOC provides supplemental computing equipment in support of the correctional education system

Modernizing systems with aging equipment

The State of Oregon and DOC have started initiatives that require up-to-date equipment such as:

- State of Oregon Governor's Priority/Core Value
  - One of the Governor's core values is the efficient and effective delivery of government services
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.
- Office of the Governor, State of Oregon Executive Order No. 17 – Accelerating efficiency in Oregon's built environment to reduce greenhouse gas emissions and address climate change
  - Saving energy by using less energy in buildings, by procuring energy efficient equipment
- Agency Destination 2026 (DOC's Strategic Plan), by protecting corrections outcomes with modern tool and technology in place
- CORE (Correctional Outcomes through Research and Engagement)
  - **Supporting Process** (SP) 3.1 – Providing IT and communication services, by modernizing systems so data is more accessible and portable
  - **Supporting Processes** SP 4.1, 4.3, and 4.9 – Mitigating Risk by conducting risk assessments, managing security threats, and maintaining information security

Over half of the DOC computer inventory is unable to meet the needs of the initiatives and even with funding for deferred maintenance, the computing systems are too old to be modernized.

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Through a Microsoft Enterprise agreement, DOC has the opportunity to achieve these initiatives by updating the current systems to Office 365 and Windows 10. To implement these initiatives, more than 50% of the DOC PCs would need to be replaced.

Problem or Opportunity Definition

Problems

The minimal rate of replacing IT equipment is not sustainable. An estimated half of the computer inventory is unable to be migrated to Windows 10, which creates a security issue, as support for Windows 7 ends January 14, 2020.

This may result in crucial services not being provided and systems introducing unnecessary security risks. In the first quarter of 2018, *only 27%* of the reported devices remained within the 5-year lifecycle.

Table 1 Reported Devices Remaining in the Five-Year Lifecycle

Data Source	Range			Target	Data Reporting Frequency	Status 2nd Quarter 2018	Corrective Action & Comment
	Red	Yellow	Green				
1. Vendor Record from CDWG & HP. 2. Microsoft System Center.	0 - 59%	60 - 79%	80%	85%	Quarterly Average	77%	Submitting 19/21 Policy Option Package for 20% inventory replacement per year

The age of the computing inventory introduces the following issues:

- Unable to adhere to State and DOC policies in regards to updating and maintaining an IT Lifecycle Program
- Unable to update to Windows 10 which would provide new and improved services
- Unable to migrate to a full Office 365 environment which requires Windows 10
- Unable to provide a secure computing environment due to Microsoft ending all security support for Windows 7, which ends January 14, 2020.
- Unable to sustain and maintain programs for DOC Rule 291-086-010, Inmate Access to Automation.
- Unable to support old equipment that is beyond repair, which may leave areas of the Institution vulnerable by leaving some locations vacant of technology. This results in staff being unable to perform their duties and responsibilities, particularly in emergencies.
- Unable to adhere to the Governor's mandate on increasing energy efficiency

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Opportunity

The opportunity to upgrade the Agency's computing inventory would increase efficiencies and provides the following:

- Adherence to DAS Statewide Policy, 107-004-010, to establish a statewide purchasing plan
- Adherence to DOC internal policy 60.1.3, develop a statewide budget and replacement plan
- Adherence to Measure 17, by providing sufficient technology in support of inmate on-the-job training
- Adherence to DOC Rule 291-139-0100, to provide supplemental computing equipment for Inmate legal affairs
- Adherence to ORS 421.081, to provide supplemental computing equipment for the correctional education system
- Supporting DOC internal CORE measures, by modernizing systems, managing security threats, and maintaining security
- Supporting Agency Destination 2026 by modernizing technology
- Supporting the Governor's core values by providing efficient and effective government services
- Training for IT Staff in the basic principles of **Information Technology Infrastructure Library** (ITIL), to not only focus on the needs of the Department and the State, but to align with them.

Alternatives Analysis

Assumptions

- PC Lifecycle replacements will start July 1, 2019, by replacing aged equipment on a quarterly basis throughout the next and future biennia.
- The IT Lifecycle will be a permanent funded expenditure that will maintain a five-year lifecycle, purchased on a quarterly basis.
- IT purchasing costs are projections on current vendor pricing and computing inventory size.
- The computing inventory must meet a minimum hardware standard in order to support current and future technology trends
- All Institution and Administrative buildings at the department will be impacted.
- Cost savings will be realized due to lower power consumption.

Selection Criteria and Alternatives Ranking

1. Replace 20% of computing inventory per year to maintain all equipment within a five-year lifecycle.

2. Internal units at each facility or the Division provide funding for individual computing failures and/or small volume purchases.

Solution Requirements

1. Achieving a five-year lifecycle replacement plan requires a 20% per year replacement cycle.
2. Internal units at each facility or Division must provide funding for individual computing failures and/or small volume purchases.

Alternatives Identification

- Solution #1: Continued Unfunded Liability
- Solution #2: IT Lifecycle Proposed Funding

Alternatives Analysis

DOC is seeking permanent funding to replace desktop and laptop devices that are not in compliance with DOC's five-year PC lifecycle replacement policy. Permanent funding for the five-year lifecycle would result in 20% of the fleet replaced each year. After six years, the fleet would be maintained and remain in lifecycle for the foreseeable future.

In the 2019-21 biennium alone, if the computing devices are not replaced, 80% of the computing inventory will be older than five years. The cost for part replacements grow exponentially as computing devices age, increasing total cost of ownership.

As business services are increasing, so are the demand for new systems and software, which are dependent on newer computing devices. Without legislative funding, the hardware environment cannot be transformed to meet compatibility requirements. This will result in:

- Security vulnerabilities
- A direct impact on the agency's operations and DOC's Destination 2026.

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Table 2 IT Lifecycle Replacement – Solutions 1 and 2

	Solution #1 Continued Unfunded Liability	Solution #2 IT Lifecycle Proposed Funding
IT Lifecycle Replacement	2019-2021 Costs: None full time equivalent **Full Time Equivalent** (FTE): None Positions: None	2019-2021 (ongoing) Costs: $2,200,000 FTE: None Positions: None

- DOC is requesting $2,200,000 General Fund and no additional positions for the 2019-21. This would result in the expenditure of $1,100,000 each year, which would be 20% of the fleet. Within six years, the PC inventory would remain within the five-year lifecycle.

Costs

Total estimated costs 2019-2021 (in millions)

Table 3 Total Estimated Costs 2019-2021

	07/2019	09/2019	01/2020	03/2020	07/2020	09/2020	01/2021	03/2021
IT Replacement Expenditure	$0.275	$0.275	$0.275	$0.275	$0.275	$0.275	$0.275	$0.275
Total:	$0.275	$0.55	$0.825	$1.1	$1.375	$1.65	$1.925	$2.2

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Benefits – Return on Investment (ROI)

- Replacing the most outdated equipment will increase productivity an estimated 30%
- Replacing equipment that does not meet current security standards will increase security by 80%
- Purchasing PCs quarterly will create a sustainable IT Asset Lifecycle.
- Minimizing maintenance costs will bring hardware into alignment with the vendor warranty.
- Reducing IT maintenance labor costs by reducing break/fix requests will allow IT staff to focus on automation functionality and bring better value to the department.
- Promoting more efficient processes and business services.
- Ensuring AIC programs receive sufficient computing equipment by repurposing healthy out of lifecycle equipment.
- Ensuring computer equipment is sufficient to provide for the latest security protocols to keep data secure and within compliancy.
- Ensuring the computer Operating System is compatible with State, DOC, and Vendor provided standards.
- Ensuring computer equipment is sufficient to migrate to the Windows 10 platform when Windows 7 support ends 1/14/20.

- Following Statewide Policy 107-004-010 that requires agencies to establish an IT Asset lifecycle replacement plan.
- Following DOC Policy 60.1.3 that requires the lifecycle replacement of IT assets to be included in the department's budget request.
- Adhering to Executive Order No. 17 will save energy by procuring energy efficient equipment (cost avoidance)

Risks/Impact

- Unable to adhere to State and DOC policies in regards to updating and maintaining an IT Lifecycle Program
- Unable to update to Windows 10 which would provide new and improved services
- Unable to migrate to a full Office 365 environment which requires Windows 10
- Unable to provide a secure computing environment due to Microsoft ending all security support for Windows 7, which ends January 14, 2020.
- Unable to sustain and maintain programs for DOC Rule 291-086-010 Inmate Access to Automation.
- Unable to support old equipment that is beyond repair, which may leave areas of the Institution vulnerable.
- Cost of ownership will rise while trying to maintain functionality of aging equipment where replacements parts are difficult to procure.

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Conclusions and Recommendations

Conclusions

DOC has been unsuccessful in obtaining dedicated funding for several biennia for basic IT functions and for innovative ones. With the ever-increasing demand for mobility and faster/better technology, the department is falling behind in keeping up with the pace of the State's needs/demands.

Recommendations

It is critical and essential to replace computers that are out of lifecycle. Updating the computers will allow for:

- Adhering to State laws, DAS policies and DOC rules and policies
- Updating to Windows 10
- Updating to an Office 365 environment
- Securing the computer environment
- Sustaining and maintaining programs for AICs
- Supporting DOC internal CORE measures
- Supporting Agency Destination 2026 by modernizing PC hardware
- Supporting the Governor's core values in efficient and effective delivery of government services
- Energy reduction which introduces a cost savings

DOC has a strong and experienced Technical Support Analyst (TSAs) team to make the effort replacing PCs on a lifecycle schedule successful. The TSAs have proven to be effective and productive in previous enterprise wide replacement efforts.

Consequences of Failure to Act

Without permanent funding and just maintaining operations as usual, the department will not be able to push forward and will only be able to maintain or reduce services.

Some of the reduction in services could result in:

- Not adhering to State and DOC policies, initiatives, and mandates
- Remaining in a mixed operating system environment with Windows 7 and Windows 10
- Not fully migrating to Office 365
- Not providing a secure computing environment
- Not sustaining and maintaining programs for DOC Rule 291-086-010 Inmate Access to Automation
- Not being able to support old equipment that is beyond repair, increasing Institution vulnerabilities
- Not decreasing energy cost
- Not being able to follow-through on the agency's adopted five-year lifecycle replacement policy for desktops and laptops used on the agency's network

In the 2019-21 biennium, if the desktops and laptops are not updated, an estimated 80% of the computing inventory will be older than 5 years and out of lifecycle. Additionally, the cost for part replacements will continue to grow exponentially as the age of computing devices increases, increasing the total cost of ownership.

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Appendix A - Windows 7 Support Ends January 14, 2020

Microsoft ends Windows 7 support: Link

Windows 7 support will end on January 14, 2020

Content provided by Microsoft

Applies to: Windows 7

Windows 7 support lifecycle

Microsoft made a commitment to provide 10 years of product support for Windows 7 when it was released on October 22, 2009. When this 10-year period ends, Microsoft will discontinue Windows 7 support so that we can focus our investment on supporting newer technologies and great new experiences. The specific end of support day for Windows 7 will be January 14, 2020. After that, technical assistance and automatic updates that help protect your PC will no longer be made available for the product. Microsoft strongly recommends that you move to Windows 10 sometime before January 2020 to avoid a situation where you need service or support that is no longer available.

What does end of support mean for me?

After January 14, 2020, if your PC is running Windows 7, it will no longer receive security updates. Therefore, it's important that you upgrade to a modern operating system such as Windows 10, which can provide the latest security updates to help keep you and your data safer. In addition, Microsoft customer service will no longer be available to provide Windows 7 technical support.

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What happens if I continue to use Windows 7?

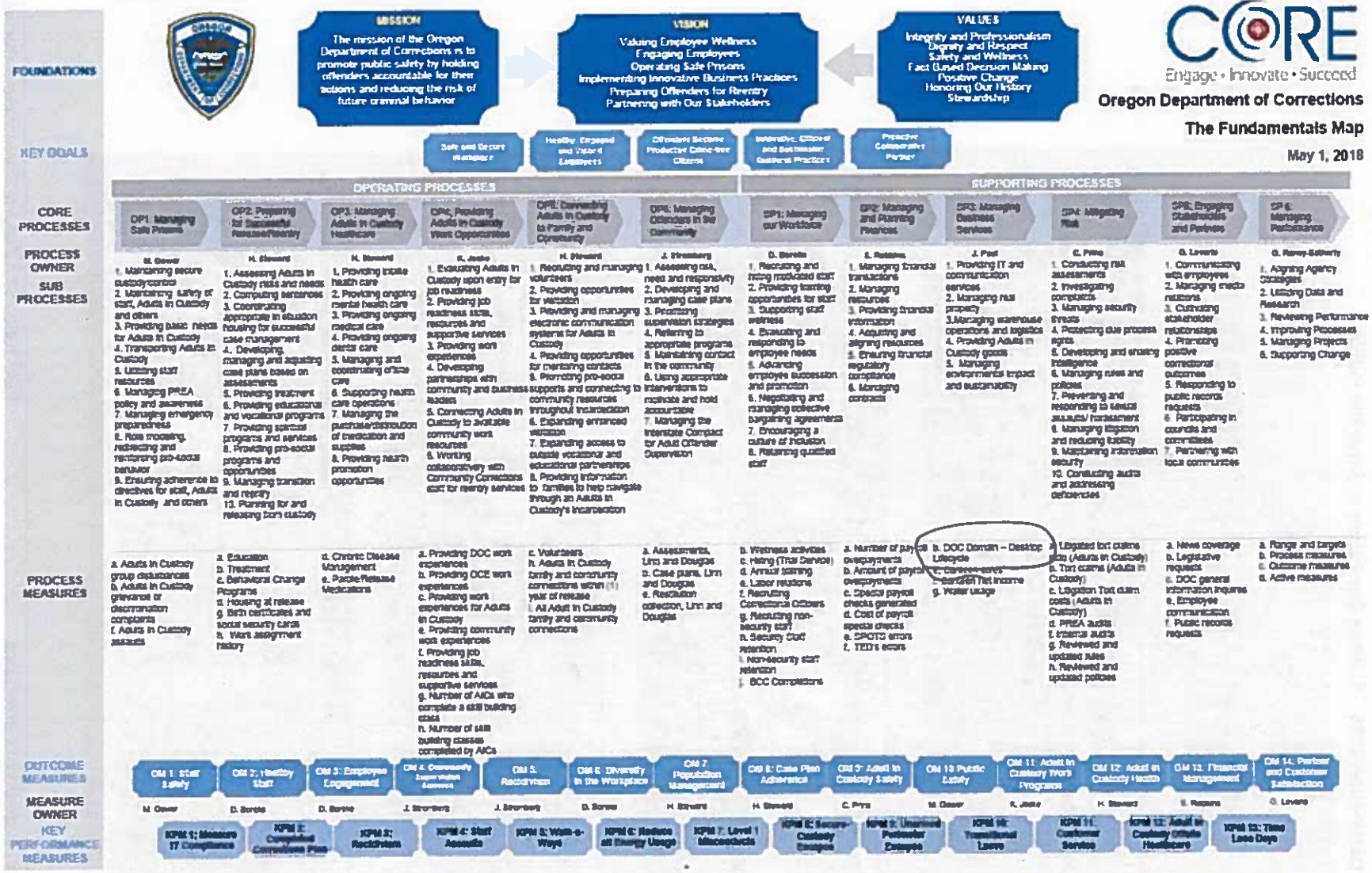
You can continue to use Windows 7, but after support has ended, your PC will become more vulnerable to security risks and viruses. Windows will continue to start and run, but you will no longer receive software updates, including security updates, from Microsoft.

Will Internet Explorer still be supported on Windows 7?

Support for Internet Explorer on a Windows 7 device will also be discontinued on January 14, 2020. As a component of Windows, Internet Explorer follows the support lifecycle of the Windows operating system it's installed on.

Appendix B – CORE Fundamentals Map

Figure 1 CORE Fundamentals Map (May 2018)



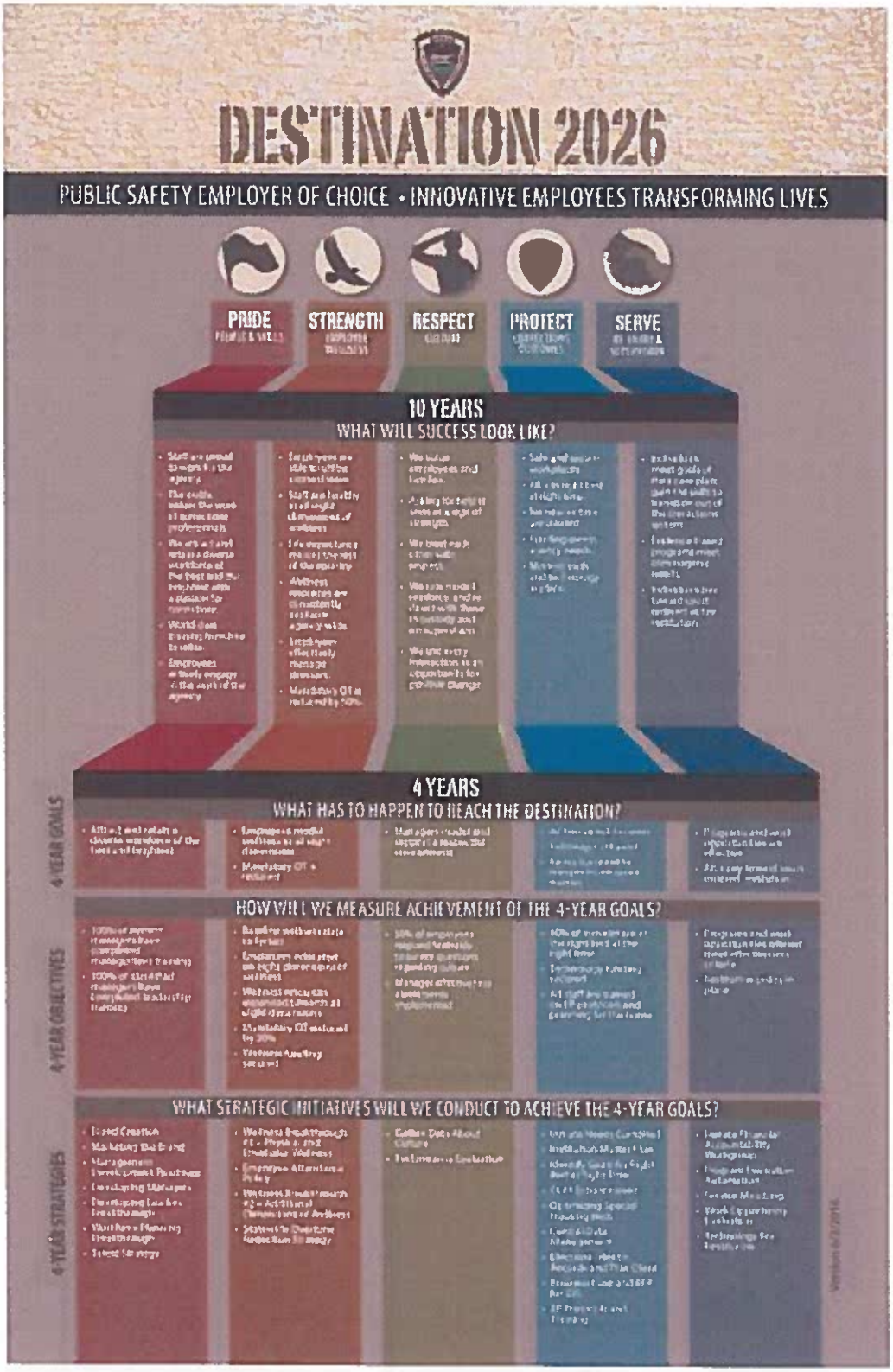
Appendix C - Destination 2026

Figure 2 Destination 2026 – Building Our Future to Serve the Public



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Figure 3 Destination 2026 – What Will Success Look Like?



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Business Case for
POP 106C Microsoft Software Lifecycle

Department of Corrections,
Administrative Services Division
IT Services

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Date: 6/29/2018
Version: 1.0
Martin Hepp

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Business Case – Authorizing Signatures

PROPOSAL NAME AND ODOCUMENT VERSION #	POP 106C Microsoft Software Lifecycle v1.0		
AGENCY	ODOC	DATE	06-28-18
DIVISION	Admin Services/IT Services	DAS CONTROL #	
AGENCY CONTACT	Martin Hepp	PHONE NUMBER	503.378.3442

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, Director	(Date)
for	
Signature	6-29-18
Agency Executive Sponsor	
Jim Paul, Assistant Director, Administrative Services	(Date)
Signature	6/29/2018
Agency Chief Information Officer (CIO) or Agency Technology Manager	
David Alamein, IT Services	(Date)
for	
Signature	6/29/18
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Officer (CIO) IT Investment and Planning Section	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Mission and Performance Management

The Oregon Department of Corrections (DOC) operates correctional facilities and performs functions related to legislative approved programs for approximately 14,500 Adults in Custody (AIC), also referred to as inmates and offenders, within fourteen correctional 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."

IT Services (ITS) Introduction

IT Services (ITS) is organized within the Administrative Services Division. The mission of ITS is to provide high-quality information services and systems that support accomplishment of the Department's strategy, goals and objectives. The vision of ITS is to understand its business partners' needs and engage customers in a collaborative effort as technical expertise and solutions are applied to these needs. The intent of ITS is to provide an exemplary level of customer service as these goals are accomplished.

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 across 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 30,400 offenders currently on felony probation and post-prison supervision.

The MS EA allows ODOC to plan long-term and collaborate seamlessly on a daily basis with other Oregon agencies, counties and outside entities (courts, health services, suppliers, vendors, etc.). Resources provided under the agreement allow ODOC to innovate with new technologies, leverage standards and maintain license compliance in partnership with Microsoft.

This business case identifies two choices for funding this vital resource:

1. Status Quo (Microsoft Enterprise Agreement remains an unfunded liability)
2. Microsoft Enterprise Agreement is permanently funded

Initial capital outlay and ongoing maintenance costs are the same for either choice.

Problems and Opportunities

A considerable problem has been that in no biennia were any of these purchases made using permanent funding. Keeping the MS EA as an unfunded liability increases risk of inability to fund the agreement during any particular biennium, and deters from fulfilling the Governor's priorities and meeting the ODOC long-term goals embodied in ODOC's Correctional Outcomes through Research and Engagement (CORE) Program.

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The opportunity provided by permanently funding the Microsoft Enterprise Agreement as part of the agency's budget includes many benefits and few risks. Permanent funding for the MS EA will allow ODOC to plan and budget consistently with reduced concern about funding risks that would affect the ability to align with the Governor's goals and realize ODOC's strategic objectives. As business services continue to grow at a rapid pace, so do the demands for new systems and software with a dependency on currency, security and support. Permanently funding the MS EA will ensure that ITS will keep pace with this growth and deliver the IT services needed across the ODOC enterprise.

Alternatives considered

Alternatives examined to address the EA unfunded liability problem are plain:

- Option 1: Continue keeping Microsoft Enterprise Agreement as an unfunded liability for ODOC
- Option 2: Fund the Microsoft Enterprise Agreement as part of ODOC's base budget

Conclusions & Recommendations

There are no substantial benefits to a lack of permanent funding for the MS EA. In fact, an absence of permanent funding could lead to a return to the pre-2011 practice of individual units purchasing and managing software products. Results could include unidentifiable financial and operational challenges, licensing compliance concerns and a lack of uniform information security controls across the Agency.

To significantly reduce such a risk, Information Technology Services recommends permanent funding for ODOC's Microsoft Enterprise Agreement and Premier Support engagements.

Benefits

Permanent funding of the Microsoft EA as part of the agency's base budget will allow the Agency to plan and budget with surety and assist ODOC to perform long-term strategic moves that have already resulted in reduced expenditures.

- Licenses utilized under the agreement were reconciled in our annual MS true "up/down" and resulted in a cost avoidance of $100,000 in 2018
- Replacing Oregon University Services (OUS) videoconferencing services with ODOC-managed videoconferencing services reduced the recurring annual cost of the service by $100,000
- Utilizing MS cloud-based mail and calendaring server resources allowed ODOC to decommission five servers for a cost avoidance of $100,000 for the remainder of the biennium

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Purpose and Background

Purpose

The purpose of this request is to obtain permanent funding as part of the agency's base budget for ODOC's Microsoft Enterprise agreement.

Strategic drivers for this request include:

Governor's Priorities

In June 2011, Senate Bill (SB) 676 directed the Oregon Department of Administrative Services (DAS) and the Governor to submit an outcomes-based budget established on performance management. SB 676 requires every state agency to use performance management which is a formal, comprehensive set of business processes. It includes strategic planning, performance measurement, leadership, process management and human resources to ensure more efficient and effective management operations, and practices to reduce costs.

- Two core priorities of the Governor include:
    - Efficient and effective delivery of government services
    - The use of software and information Technology for improving government service delivery and customer service for everyone in Oregon: employees and clients of the state

ODOC Strategic Plan

Correctional Outcomes through Research and Engagement (CORE) is ODOC's performance management system. CORE establishes the framework for the department to identify opportunities to improve and/or streamline processes, use data to identify constraints, effectively use resources and ultimately promote public safety. CORE also provides employees with opportunities to influence and improve the fundamental ways we do business.

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- ODOC performance management divides central processes into two primary groups: Operating Processes (OP) & Supporting Processes (SP). Specific SPs dependent upon the MS EA include:
    - SP 3.1 – Providing IT and communication services, by modernizing systems so data is more accessible and portable
    - SP 4.1, 4.3, and 4.9 – Mitigating Risk by conducting risk assessments, managing security threats, and maintaining information security

- Destination 2026 is the agency's 10-year strategic plan with the goal of the Department of Corrections to become the public safety employer of choice with innovative employees who transform lives. Strategic initiatives in this plan include:
    - PROTECT - Corrections Outcomes:
        - Determine the needs of adult in custody population compared with services we currently offer to determine what additional services we may need to implement to address those needs (this includes medical and mental health, and program needs)
        - Maintain and improve central data management
        - Enhance and maintain Thin Client computing resources
    - SERVE - Re-Entry & Supervision
        - Identify automation needs in order to implement collection of inmate funds for the purposes of paying towards victim restitution and other financial obligations.
        - Ensure programs and work opportunities are effective

Background

ODOC entered into a Microsoft (MS) Enterprise Agreement (EA) in 2011 and has paid for MS Premier Support services since 2016. Microsoft's on premise and cloud platform enables technology provisioning while conforming to the Criminal Justice Information Systems (CJIS) security standards as well as complying with Oregon's Enterprise Security Office (ESO) Statewide Information Security Plan and Standards.

ODOC employees use MS products across the enterprise. In 2017 the Agency committed to a three-year MS EA by taking advantage of the DAS Oregon Master Agreement with Microsoft. Before the purchase of the MS EA individual work units purchased software and support in a de-centralized manner. This led to inefficient use of MS products, inconsistencies in license compliance and a lack of standards across the Agency. Those challenges were successfully addressed once ODOC entered into an enterprise agreement with Microsoft. However, the licensing and maintenance fees have been an unfunded liability for ODOC since entering the first agreement in 2011.

Microsoft EA products used by ODOC include (not an exhaustive list):

AZURE

Cloud computing service created by Microsoft for building, testing, deploying, and managing applications and services through a global network of Microsoft-managed data centers. It provides software as a service (SaaS), platform as a service (PaaS) and infrastructure as a service (IaaS) and supports many different programming languages, tools and frameworks, including both Microsoft-specific and third-party software and related systems.

ENTERPRISE MOBILITY + SECURITY

Provides entitlements for EA users to assist with migration from on premises to cloud based resources. It includes: Azure Active Directory single sign-on to cloud and on premises applications), Azure Information Protection (encryption for all emails and files across the cloud and on premises) Intune mobile device management, MS Advanced Threat Analytics (protection from advanced targeted attacks leveraging user and entity behavioral analytics)

EXCHANGE

Mail and calendaring server developed by Microsoft. It runs exclusively on Windows Server operating systems.

OFFICE

Outlook

PowerPoint

Project

Visio

Word

OFFICE 365

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Subscription services offered by Microsoft, that allow use of the Microsoft Office software suite over the life of the subscription, as well as cloud-based software as a service products for business environments, such as hosted Skype for Business Server, SharePoint and System Center, among others.

SKYPE FOR BUSINESS

Integrated audio/video communications client for conferences and meetings in real time

SYSTEM CENTER SUITE

Configuration Manager provides software deployment, distribution, update management, and configuration monitoring throughout an IT infrastructure

Endpoint Protection is used with Configuration Manager to provide a single infrastructure for client management and security, including malware detection.

Service Manager facilitates implementing and automating IT service management (ITSM) best practices across an organization.

WINDOWS CLIENT OPERATING SYSTEMS (Windows 7/8/10)

Client operating system platforms

WINDOWS SERVER OPERATING SYSTEMS

Operating systems that support enterprise-level management, data storage, applications, and communications.

Additional detail

- MS Systems Center products promote the central management and automation of incident tracking and resolution, hardware and software deployment, management and repair of computer networks and systems. It also provides a platform to automate notification of system failures and service degradation while also providing tools for automated incident resolution and security management through patching, intrusion detection and malware/spyware defense.
- In addition, MS Premier Support is a value-add hands-on assistance and immediate escalation for urgent issues, proactive services to minimize risk and downtime and reduce support costs through prevention. Direct, on-premises assistance with planning, rollouts, and rigorous health checks and remediation services and staff training is provided on a fee basis.

Examples of ODOC's successful use of Microsoft products include:

- Office 365 for redundant and highly-available cloud-based mail and calendaring services
- Videoconferencing functionality to replace services no longer provided by OUS for telemedicine, telepsychology, parole board and court hearings, and other ODOC critical communication functions
- Windows desktop and server operating systems
- Word, Excel, PowerPoint and related products for 4,700 ODOC employees

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Problem and Opportunity Definition

Problem

Since 2011, the Microsoft Enterprise Agreement has been an unfunded liability for ODOC. For instance, in the 2015-2017 biennium it was $900K & $1.0M per year; and in the 2017-2019 biennium it was $1.5M (includes EA, SPE 3 & Premier Support) a year. In neither biennia were any of these purchases made using permanent funding. Keeping the MS EA as an unfunded liability increases risk of losing the ability to manage software centrally, ensure license compliance, and greatly reduce risk through the enforcement of information security. It also endangers fulfilling the Governor's priorities and meeting ODOC long-term Correctional Outcomes through Research and Engagement (CORE) program goals.

Opportunity

ODOC seeks permanent funding as part of the agency's base budget to continue ongoing use of Microsoft products and Premiere Support through the standard three-year EA lifecycle. As business services are increasing at a rapid pace, so are the demand for new systems and software with a dependency on currency, security and support. Permanent funding will provide a solid foundation for continued use of MS EA resources and an opportunity to engage in strategic planning to support fulfillment of the Governor's priorities and meet ODOC's long-term strategic goals.

Interagency Collaboration

The ability to collaborate with other Oregon agencies, counties and outside entities using products provided in the MS EA cannot be understated. The functions provided within the EA provide ODOC the opportunity to work more closely with other agencies, DOC service-provided counties and external entities (courts, health services, suppliers, vendors, etc.). For instance, implementing Skype for Business will enable DOC to provide continued telemedicine and telepsychology services for AICs. Furthermore, it will expand use of videoconferencing beyond individual meeting rooms to the workstations of all DOC employees and reduce the effort needed to schedule, manage and participate in videoconferencing across the state.

Benefits

In 2018, ODOC has leveraged the Microsoft Enterprise Agreement to avoid over $300,000 in cost. This is a ten percent reduction in the overall cost of the EA cost over the entire biennium.

Alternatives Analysis

Assumptions

- IT purchasing costs are projections on current agreement pricing
- MS EA and Premier Support cost will remain static during the agreement term

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Selection Criteria and Alternatives Ranking

	Liability	Budget Planning Surety	Risk to Continued EA	Long-term Planning	Likelihood of Continued Success Aligning Priorities and Reaching Goals
Status Quo	Unfunded	Low	Medium	Low	Low
Permanent Funding	Funded	Medium	Low	Medium	Medium/ High

Solution Requirements

1. Provision all 4,700 ODOC users with reliable, available and serviceable software products consistently on a daily basis.

2. Fund MS EA.

Alternatives Identification

Option 1: Status Quo (Microsoft Enterprise Agreement remains an unfunded liability)

Option 2: The Microsoft Enterprise Agreement is permanently funded as part of the agency's base budget

Alternatives Analysis

Option 1: Status Quo, ODOC continues with an unfunded liability for the Enterprise Agreement

Funding for the agreement is provided, but strategic planning and funding surety for future biennia are uncertain. The greatest risk is a situation where funding for the agreement is not available for the EA and ODOC reverts to individual units purchasing software products. This would lead to inconsistent use of similar tools across the enterprise, licensing compliance concerns and a lack of uniform information security controls.

Option 2: Permanently fund Enterprise Agreement

Permanent funding will allow ODOC to plan and budget consistently with reduced concern about funding risk to meet the Governor's goals and realize ODOC's strategic objectives.

Cost

The cost for both options is similar. Increased cost in 2017 was a result of adding Azure and Secure Productive Enterprise (SPE) level 3. SPE 3 includes Windows 10 Enterprise, Office 365 and Enterprise Mobility + Security.

Costs	2014	2015	2016	2017	2018	2019	2020	2021	2022
EA	$800K	$900K	$900K	$900K	$900K	$900K	$900K	$900K	$900K
SPE 3				$500K	$500K	$500K	$500K	$500K	$500K
Premier Support			$100K	$100K	$100K	$100K	$100K	$100K	$100K
Annual	$800K	$900K	$1.0M	$1.5M	$1.5M	$1.5M	$1.5M	$1.5M	$1.5M
Biennia			$1.9M		$3.0M		$3.0M		$3.0M
EA Term			$2.5M			$4.5M			$4.5M

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Benefits

Option 1:
No appreciable benefits. Continuing with the MS EA as an unfunded liability, budget planning surety is reduced, risk to increased cost from non-centralized software management and long-term planning to meet the Governor's priorities and ODOC strategic goals is uncertain.

Option 2:
Permanent funding allows ODOC to increase budget planning surety, centrally-managed software, and promotes long-term planning to meet the Governor's priorities and ODOC strategic goals across the enterprise.

Risks/Impact

Option 1:

- ODOC's Microsoft Enterprise Agreement remains an unfunded liability
- Possible increased cost for "true up" of license use
- An unfunded MS EA means individual work units would return to purchasing software and support in a de-centralized manner. Leading to inefficient use of software, an increased risk of inaccurate license compliance and significantly increased information security risks

Option 2:

- ODOC learning curve for cloud-based resources
- Possible increased cost for "true up" of license use
- Possible increased cost for products at the start-up of the renewal EA due to service offering changes

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Conclusions and Recommendations

Conclusions

There appears to be no benefit leaving ODOC's Microsoft Enterprise Agreement as an unfunded liability. Although funding has been provided since 2011, there always remains a risk that because the EA is not permanently funded it may not be added to the Agency's base budget in future biennia. This would lead to the risk of failing to fund ODOC's MS EA in any particular biennium would lead to unknown financial, operational and strategic outcomes.

Recommendation

We recommend approval of Policy Option Package (POP) 106C. It will establish permanent funding for ODOC's Microsoft Enterprise Agreement as part of the agency's base budget. It will also materially assist in meeting the requirements of Senate Bill (SB) 676 by empowering ODOC to align with the Governor's strategic planning, performance and process management efforts to reduce costs and ensure efficient and effective management operations. Specifically, it will contribute to the Governor's priorities of efficient and effective delivery of government services and the use software and information technology to improve government customer service for everyone in Oregon.

Consequences of Failure to Act

By continuing with the MS EA as an unfunded liability, ODOC's budget planning surety is reduced, increased risk of continued EA use is increased, and long-term planning to meet the Governor's priorities and ODOC strategic goals is uncertain. Also, opportunities for interagency collaboration will make it difficult for ODOC to efficiently engage and collaborate with other Oregon agencies, counties and outside entities because future use cases will not be assured and collaborative planning will be limited to 24 months in duration.

Furthermore, failure to renew the Microsoft Enterprise Agreement would mean ODOC loses EA benefits that include:

Lower cost

EA discounts are generally the largest that Microsoft offers, with the caveat that purchase of SA is required with all licenses. Using individual software tools as an example, a license for Office Professional Plus costs $332.00 when purchased from a value-added reseller, and at that cost, providing MS Office alone for 4,700 DOC would cost $1,560,400 with one-year of online support. Whereas the DOC MS EA provides support for the agency for a multitude of products (including Azure "cloud" and Office 365) for $1.5M per year.

Simplified management

Licenses for desktop and portable computers are difficult to track. Without the EA, the agency might purchase some licenses through an OEM, others through Open or Select license plans, and obtain others as part of a Microsoft Developer Network (MSDN) subscription. Software inventory tools and purchasing procedures may not be able to track all of these licenses or the channels through which they were purchased, making it difficult to know whether all software on desktops, servers and on back-end systems was obtained legally. This will expose the agency to civil (and possibly criminal) penalties – in addition to loss of use of MS products. Microsoft license assessments and enforcement programs identify organizations that are under licensed and are much less likely to flag an organization that has an EA for further scrutiny, such as a customer-paid software audit.

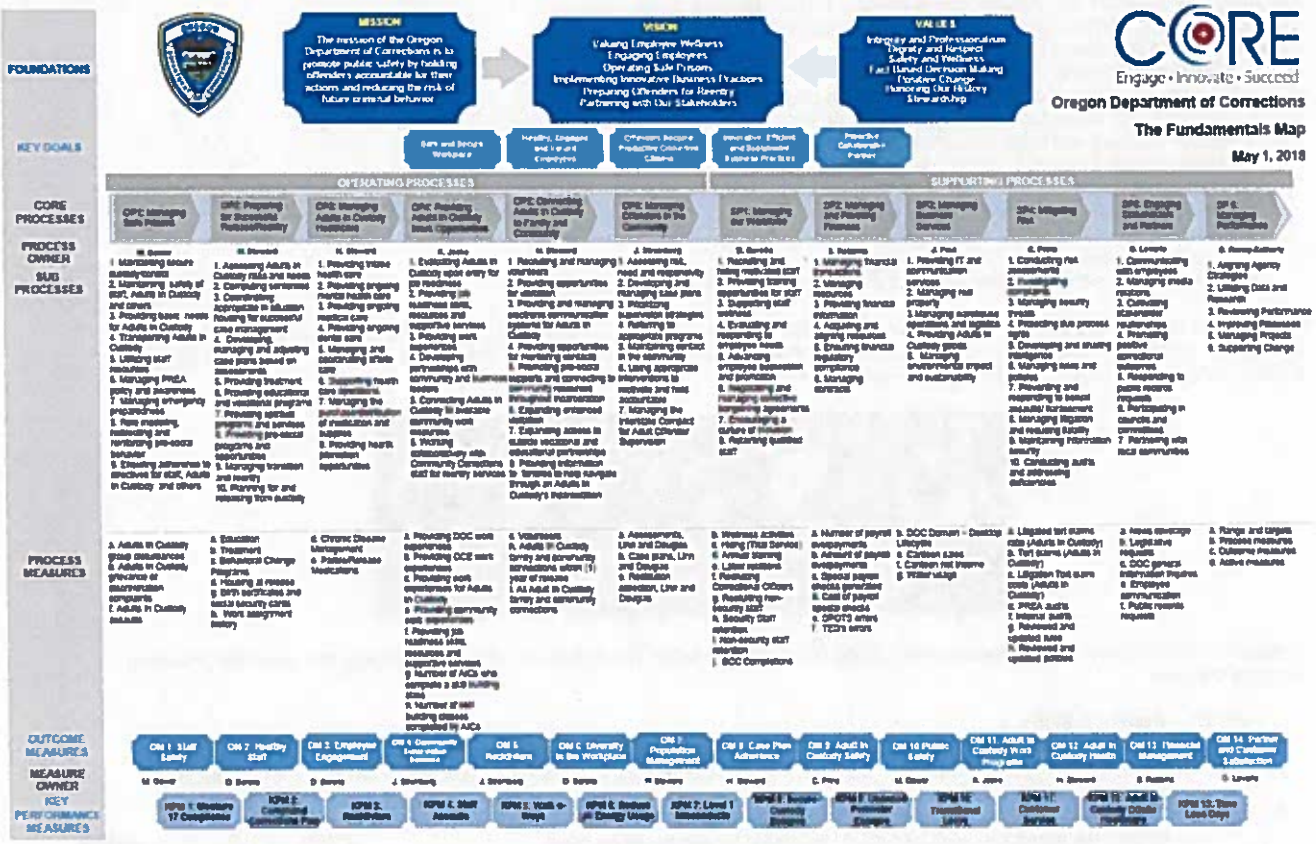
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Software Assurance

Upgrades, exclusive products, and other benefits. Since SA includes new version rights, customers are automatically entitled to any new product versions released during the term of their EA. In addition, certain software cannot be purchased unless a customer has SA. For example, the Desktop Optimization Pack—a suite of tools for desktop and application virtualization and streaming to desktops, inventorying desktops, managing Group Policy, diagnosing problems, and collecting information about system errors—can be purchased only if the customer has SA on the Windows OS. SA also has other benefits, such as technical support incidents, deployment planning and training vouchers. Additionally, the cost for parts replacement will continue to grow exponentially as the age of computing devices increase, increasing the total cost of ownership. Some devices will also be beyond repair.

Appendices and References

Appendix A
CORE



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Appendix B

Destination 2026

What is Destination 2026?
It is a roadmap for our future that provides a filter for decision making and establishing priorities, aligns the DOC Leadership Team, and will result in consistency. In addition, it helps solidify our organizational identity and culture. Destination 2026 - a specific 10-year goal - is for DOC to become the **public safety employer of choice** with **innovative employees who transform lives**.

The major areas we are targeting for change over a 10-year period include:

- Dramatic increase in staff wellness and life expectancy
- Emphasis on valuing employees and families
- Significant decline in mandatory overtime
- Strengthen culture of employees treating each other with respect
- The public will value the work of corrections professionals
- Adults in custody will be in the right bed at the right time
- Individuals pay towards court-ordered restitution
- Funding will meet agency needs
- Availability of modern tools and technology
- Management and leadership development
- Creates an environment of pride and engagement
- Attracting and retaining a diverse workforce who are proud to work for corrections

Destination 2026, while a strategic vision, does not replace our Shared Vision. The Shared Vision is enduring and aspirational, while Destination 2026 is time-based and achievement-oriented with clear targets and tangible strategies. It also does not replace CORE. Rather, it aligns with CORE, and this routine work must continue.



Destination 2026 is allocated into five essential areas. Each area is further defined on the strategic initiatives four year plan providing focus for success.

- **PRIDE - People & Skills**
  - Attract and retain diverse workforce of the best and brightest.
  - Develop practices, processes, and systems predicting the agency's needs and provide a diverse, sustainable, and qualified workforce.
  - Develop a 40-hour training program for all managers.
  - Identify the framework to approach a leadership development program.



- **STRENGTH - Employee Wellness**
  - Strive for all employees to be well in eight dimensions.
  - Develop ways to help cultivate a workforce with healthy minds and bodies.
  - Develop a consistent approach for reducing mandatory overtime.
- **RESPECT - Culture**
  - Equip managers to successfully model and support a respectful work environment.
- **PROTECT - Corrections Outcomes**
  - Ensure adults in custody housing matches needs.
  - Determine the needs of adult in custody population compared with services we currently offer to determine what additional services we may need to implement to address those needs (this includes medical and mental health, and program needs).
  - Analyze programmatic and space needs to predict the agency's future facility needs align with our mission.
  - Analyze our current case management model and identify ways to enhance case management ensuring it is evidence-based and gender responsive.
  - Maintain and improve central data management.
  - Enhance and maintain Thin Client.
- **SERVE - Re-Entry & Supervision**
  - Identify automation needs in order to implement collection of inmate funds for the purposes of paying towards victim restitution and other financial obligations.
  - Ensure programs and work opportunities are effective.

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Business Case for *Corrections Fundamental Systems Assessment (CFSA)*

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Oregon Department of Corrections (ODOC), Administrative Services Division, On behalf of all Divisions

Date: August 13, 2018
Version: Final 2.0
Author: CFSA Workgroup

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**Corrections Fundamental Systems Assessment (Version 2.0)**		
AGENCY	Oregon Department of Corrections	DATE	August 13, 2018
DIVISION	Administrative Services Division	DAS CONTROL #	
AGENCY CONTACT	David Alamein, Oregon Department of Corrections, Chief Information Officer (CIO)	PHONE NUMBERS	503-934-1102

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, Oregon Department of Corrections, Director (or Designee)	August , 2018
for BRIAN BELLEGUE	
Signature: Brian Belleque, Deputy Director	8-24-2018
Agency Executive Sponsor	
Jim Paul, Oregon Department of Corrections, Assistant Director, Administrative Services (or Designee)	August 24 2018
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
for **David Alamein**, Oregon Department of Corrections, CIO (or Designee)	August 22, 2018
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	
Signature	

This Section to be completed by DAS Chief Information Officer (CIO) IT Investment and Planning Section	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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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 A
- Most of the key terms are also hyperlinked so a reader can click the link and jump to the correct description of the term.

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Executive Summary

Mission and Performance Management

The Oregon Department of Corrections (ODOC) operates correctional facilities and performs functions related to legislative approved programs for over 14,500 Adults in Custody (AIC), within fourteen facilities throughout Oregon. 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 over 30,400 Offenders currently on probation, post-prison supervision, and Local Control inmates serving 12 months or less in the Counties.

"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 across the organization.

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.

ODOC proposes and requests approval for technical infrastructure projects to help position the agency to take advantage of improved infrastructure efficiencies. The transformation 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 and Offenders under Community Supervision.

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- New and upgraded systems will provide ODOC with a foundation to improve data and essential information sharing, improve processes and their key performance measures, 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.
- This project affects the Governor's 10 Year Plan, Outcome on Innovative, Efficient, and Sustainable Business Practices, and aligns with the Operating and Supporting Processes on the CORE Fundamentals Map.
- This project aligns with ODOC's Destination 2026.
- This project will provide strategic value to ODOC and the State of Oregon by:
    - Being proactive in evaluating the best approach to improve ODOC's system in order to meet any legislative, federal, state, or gubernatorial mandates or initiatives.
    - Leading to outcomes with a significant value and impact for a large number of ODOC and Community Correction staff, adults in custody, and for those Offenders under Community Supervision.
- ODOC's Data Warehouse (DW) provides statistics for most of the agency performance measures with specific information about how well the Department is carrying out its responsibilities. The data contained in the Data Warehouse comes primarily from the Corrections Information System (CIS) and

the web-based Offender Management System (OMS), which is why it is critical the information be complete, accurate, and available in a timely manner.

Funding Requests in this Business Case

In support of ODOC's mission, the department is requesting funding for a Corrections Fundamental Systems Assessment (CFSA) project. This Business Case requests funding to obtain a vendor to assess ODOC's existing computer systems:

Current:

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 ODOC functions that are necessary for over 14,500 Adults in Custody (AIC) in 14 State prisons, and over 30,400 Offenders supervised by Community Corrections offices in Oregon's 36 Counties. In part, this includes Demographics Case Management, Sentence Management, Treatment, and other critical programs required for successfully operating safe prisons and managing Offenders in the Community. Other essential systems include ODOC developed applications. These systems are utilized by (and data is shared with) various external stakeholders, e.g. Victim Information Network Everyday (VINE), Board of Parole and Post-Prison Supervision (BOPPPS), LEDS, Oregon Department of Justice, etc. ODOC is continuing to add modules to their fundamental systems to meet emerging business needs and legislative changes while maintaining current applications as needed.

- ODOC currently operates with a mix of computer systems, with the core systems built in the 1990's. IBM first introduced the Application System/400 (AS/400) mid-range computer platform used at ODOC thirty years ago (1988). The current CIS applications hosted on the AS/400 system display as "green screens."

  ODOC and Community Corrections staff use the information displayed on OMS, the CIS "green screens" and other AS/400 applications. Every day, criminal justice professionals statewide use the data provided by these systems to make decisions about AICs and Offenders under their supervision, and about the effective operation of state prisons and county community corrections offices.

- **Request:** This project is to assess the viability of integrating and standardizing ODOC's core computer systems, which are an assortment of languages including COBOL, Visual Basic, SQL, and JAVA. ODOC seeks to engage third party vendors to assess ODOC's computer systems, identify future business needs, and define a roadmap and strategic plan for transforming ODOC's systems. Integration processes are complex and will include enterprise technology planning, business process improvements, and large-scale system integration.

- **If not funded:** Failure to fund this project may have significant negative consequences such as:

- Increased difficulty to improve collaboration with external partners.
- Slow to improve and add shared state services.
  - The department will not have a strategy to mitigate the risks of maintaining fundamental systems used for mission critical decisions.
- The lack of having fundamental system roadmaps prevents alignment of effective decisions with ODOC's Destination 2026 Strategic Plan.
- Managing AICs and Offenders in the Community using the principals of Evidence Based Practices (EBP) requires better systems to track results.
  - It is ***essential*** that ODOC and Community Corrections maintain accurate and readily available information on all AICs and Offenders so staff can make better-informed decisions regarding case and behavior management. Assisting AICs and Offenders to progress successfully throughout their custody cycle helps ODOC and Community Corrections reach a critical objective of "reducing the risk of future criminal behavior" and lowering Oregon's recidivism rate.

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- Third party Business Advisors have noted difficulties/challenges in extracting and interpreting data.
- Pulling data for research purposes is hindered by the limited number of staff who have sufficient understanding of the existing systems to be able to extract the necessary information. This is further hindered by inaccurate or incomplete data.
- Manual processes consume excessive amounts of staff time and resources that could be better spent serving the AIC and Offender populations.
- The fundamental systems do not interact optimally thus adversely affecting statewide outcome measures, IGA's, and audits.
- Gap between new web-based driven staff and legacy system trained staff.
- Litigation issues due to lacking or incorrect data.
- Knowledge of these complex systems is severely impacted due to staff turnover, lack of formal training, and not being intuitive.

Timeframe and Cost

The CFSA project would start January 1, 2019 and last through June 30, 2023. ODOC is requesting $1,974,925 General Fund and five (5) FTE for the 2019-21 biennium. Cost for 2021- 23 biennium is yet to be determined.

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 the following project to position the agency to take advantage of efficiencies from current and available technologies. The modernization of critical and targeted business areas will help sustain ODOC's ability to meet its mission and promote public safety by supporting all functions necessary for AIC and Offender management.

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In support of this, the agency is requesting funding for the following.

A Vendor Assessment of Corrections Fundamental Systems
ODOC seeks to assess the viability of standardizing and integrating its fundamental computer systems, written in an assortment of languages including COBOL, Visual Basic, SQL, and JAVA.

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 ODOC functions that are necessary for over 14,500 Adults in Custody (AIC) in 14 State prisons, and over 30,400 Offenders supervised by Community Corrections offices in Oregon's 36 Counties. In part, this includes Demographics, Case Management, Sentence Management, Treatment, and other critical programs required for successfully operating safe prisons and managing Offenders in the Community. Other essential systems include ODOC developed applications. These systems are utilized by (and data is shared with) various external stakeholders, e.g. Victim Information Network Everyday (VINE), Board of Parole and Post-Prison Supervision (BOPPPS), LEDS, Oregon Department of Justice, etc. ODOC is continuing to add modules to their fundamental systems to meet emerging business needs and legislative changes while maintaining current applications as needed.

- **Current:** ODOC currently operates with a mix of computer systems, with the core systems built in the 1990's. IBM first introduced the Application System/400 (AS/400) mid-range computer platform used at ODOC thirty years ago (1988). The current CIS applications hosted on the AS/400 system display as non-

graphical "green screens." ODOC and Community Corrections staff use the information displayed on the CIS, OMS and other essential applications daily.

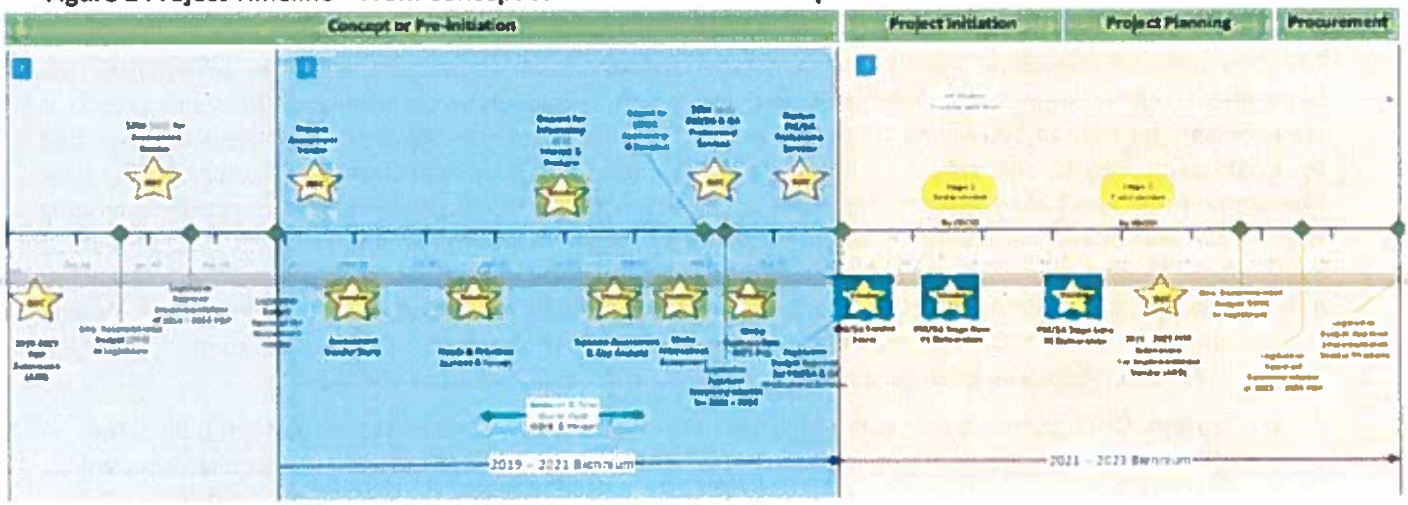
- **Request:** This project is to assess the viability of standardizing and integrating ODOC's core computer systems, which are an assortment of languages including COBOL, Visual Basic, SQL, and JAVA. ODOC seeks to engage third party vendors to assess ODOC's fundamental computer systems, identify future business needs, and define a roadmap and strategic plan for transforming ODOC's systems. Integration processes are complex and will include enterprise technology planning, business process improvements, large-scale system integration, and training.

  In the biennium, the Department will engage a vendor who is experienced in assessing and analyzing large computer systems and who has assisted with planning and managing large transformation projects. The vendor will identify ODOC's automation needs, review all of ODOC's fundamental systems, and perform a gap analysis between the current systems and the identified needs. With ODOC staff, the vendor will visit other states that have completed or are in the process of integrating and/or transforming their fundamental systems. The vendor will create a Request for Information (RFI) to find out about existing vendor systems and evaluate how those systems can meet ODOC's current and future needs. The vendor will analyze various alternatives, perform risk assessments (e.g. Architectural, Technical and Business), an organizational readiness assessment, and create a recommendation and roadmap of how ODOC can transform its fundamental systems. The vendor will present its findings, recommendations and a roadmap to the ODOC Executive Team. Following the ODOC Executive Team's chosen alternative, the vendor will create the Business Case, OSCIO IT Investment Form (ITI), Feasibility Analysis, Budget, and Risk assessment, as well as other deliverables required by the Office of the State Chief Information Officer (OSCIO) and Legislature to proceed with a Corrections Fundamental Systems Transformation Project (CFST).

  In the biennium, ODOC will procure vendors for Project Management (PM), Business Analysis (BA) and Quality Assurance (QA) professional services to initiate, plan and manage through implementation of the Corrections Fundamental Systems Transformation project. The PM and BA vendor(s) must be capable of adequately assisting ODOC through the OSCIO and LFO oversight processes and have the experience and staff size to meet set timelines.

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Figure 1 Project Timeline – From Concept to Procurement of an Implementation Vendor



1. 2017-19 Timeline: Prepare ODOC's 2019-21 POP and complete a Statement of Work (SOW) for the professional services of an assessment vendor.

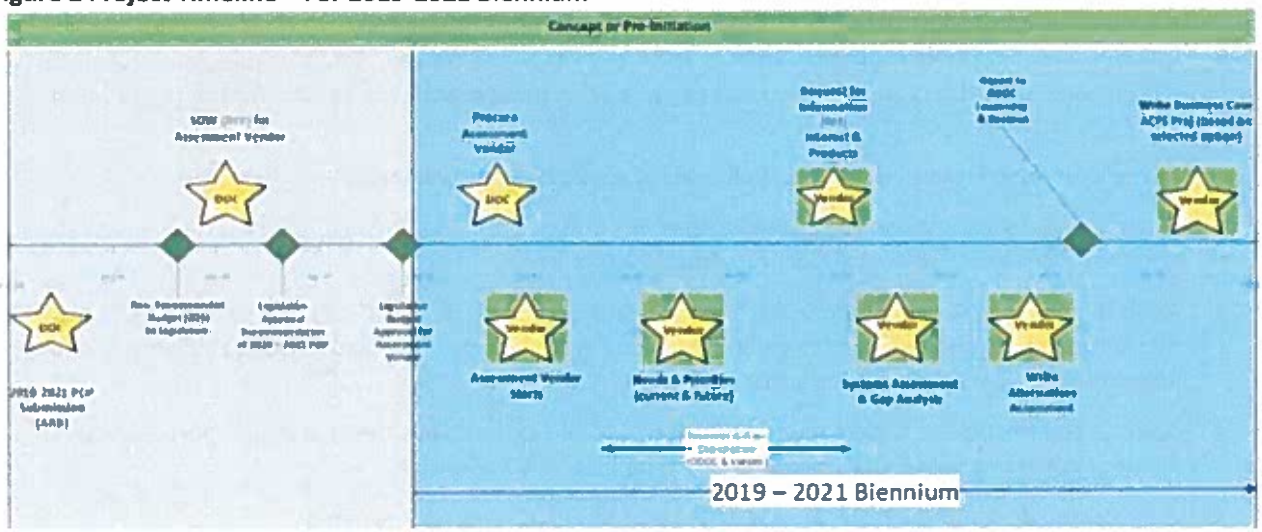
2. 2019-21 Timeline: ODOC's fundamental systems analysis, alternatives assessment, recommendation, and procure PM/BA services.
3. 2021-23 Timeline: Preparation of ODOC's 2023-25 POP, Stage Gates 1-3 deliverables/endorsements and a SOW for the products and professional services of an Implementation Vendor for the CFST Project.

Assessment Vendor Tasks and Project Deliverables for 2019-2021 will include:

- Analyze and document current capabilities/needs met by the current ODOC systems, as well as future needs and priorities (technical, security, business, etc.).
- Analyze and document current capabilities/needs met by current ODOC and external partner's systems and future needs and priorities from entities who currently share data with ODOC. This project needs to support existing shared services initiatives.
- Analyze and document future needs and priorities from external entities that desire pursuing shared services initiatives with ODOC where it would be mutually beneficial.
- Analyze and document Technical Assessments of all ODOC's current systems.
- Complete Gap Analysis and Traceability Matrix comparing current ODOC systems to current and future needs.
- Identification of current industry conventions and best practices.
- Peer Analysis of other transformation projects at other Oregon agencies and other state's jurisdictions. Including visits (with ODOC staff) to other state's departments who completed or are in the process of integrating/transforming their core systems.
- Create a RFI to find out about existing vendor systems and evaluate how those systems can meet ODOC's current and future needs (including a five (5) year Total Cost of Ownership).
- Alternatives analysis report (which include Feasibility Studies, Risk, Organizational Readiness and Training Assessments)
- Create a Roadmap and recommendations for integrating and transforming ODOC systems with minimal impact to ODOC and Community Corrections staff, as well as external entities already accessing, receiving or providing data to or from ODOC systems.
- Give presentations of the Roadmap and recommendations to the ODOC Executive Team, legislative bodies, OSCIO, etc.
- After the ODOC Executive Team decision, create deliverables for the initiation of the CFST project to fulfill the chosen alternative. All project deliverables required to obtain Stage Gate 1 and 2 endorsements, which include a Business Case, Risk Assessment, Financial Forecast (include 5-year Total Cost of Ownership), Project Plan, OSCIO IT Investment Form (ITI), and Solution Requirements (technical, security and business).

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Figure 2 Project Timeline – For 2019-2021 Biennium



Background

CIS was originally built in 1990, written as a COBOL application and has evolved into complex, disparate applications. This strategy served ODOC in developing the automation needed to help ODOC meet its business goals and strategic objectives. Since 1990, many of the application modules have been in continuous use and continually modified to meet business or legislative changes. However, some modules have grown and changed dramatically as laws have changed and parts of the application modules have been modified. In the late 1990's (during the Year 2000 project (Y2K)), the need to replace key elements of CIS was recognized.

A 2004 - 2005 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 require significant customization to meet ODOC's needs, which was cost prohibitive for ODOC, so a decision was made to re-write the existing system, using internal resources.

During the 2005 - 2007 biennium, a project established a technical architecture, began creating ODOC'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 ODOC'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, ODOC leadership saw demonstrations of industry vendor products, which had greatly expanded since the initial feasibility study in 2004. ODOC deemed it prudent to review these offerings to see if any products 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. Two vendors accepted invitations to demonstrate their systems in December 2007, and ODOC business stakeholders supported the vendor purchase solutions.

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.

In February 2008, faced with the lower cost, better ability to meet ODOC's needs, and a much faster implementation schedule than custom construction, the project team and steering committee decided to recommend to the ODOC Executive Team that the project transition from "Build" (CIS Re-write Project) to "Buy" (CIS Replacement Project). In March 2008, the ODOC Executive Team decided to adopt the "Buy"

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recommendation, and directed the team to refocus on planning activities for the 2009-2011 biennium. During contract negotiations, funding issues due to the Great Recession prevented procurement and the project was terminated.

Current State/ How is work being performed today

Corrections staff are constantly creating workarounds for the shortcomings of current systems. This is evidenced in part by a multitude of MS-Access databases (an estimated 2,000 plus) in use throughout 14 facilities, Community Corrections, and central offices. These databases, while serving a critical role, pose an underlying risk to the network. ODOC is in the process of taking each MS-Access database off line and seeking replacements or internal system solutions. Doing so further exacerbates the patchwork of IT systems and diverts severely limited IT staff positions to band-aid creations unsupportive of long-term business needs.

Problem or Opportunity Definition

Problem

When a person comes into the care and custody of the Department of Corrections or under the supervision of a Community Corrections agency the state or county is responsible for the totality of information about that person, above and beyond data collected by other state agencies. The necessity for this breadth of data comes from statute in order to fulfill the justice decisions of the state, ensure safety of the community, and habilitate people for their return to the community.

This data includes: criminogenic specific risk, need and responsivity assessments, broad demographic information; limited physical, mental, dental and pharmacological information; personal property; banking; communications, electronic or otherwise; social support systems; addiction history; treatment, education; religious preference and participation; work histories; and dynamic assessments on strengths, conflicts, preferences and wellbeing. This information is aggregated and used to track trends, determine efficacy of criminal justice interventions and public policy.

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In the last 30 to 40 years, rates of incarceration and criminal justice involvement per 100,000 Oregon residents have more than doubled. The demands on 30-year-old data systems are far more sophisticated now since the criminal justice profession is driven by Evidence Based Practices (EBP) in the form of criminogenics, the science of criminal justice interventions, as well as the demand for data driven decision-making. Three decades of case law and legislation pertaining to adults in custody or on supervision also drives ODOC's business activities and requiring ODOC to be attentive and responsive to facets of human wellbeing that were not recognized decades ago, in particular, mental illness, gender identity, religious practice and disability to name a few.

Numerous requests to the Legislature have been made over the last 10 - 20 years to address these risks. (See Background section)

In support of Destination 2026, ODOC's strategic 10-year plan, an assessment of current fundamental systems is mission critical. Throughout the past several biennia, ODOC has faced many budget challenges. Due to these budget constraints, ODOC has been unable to assess needed technology upgrades for a sustainable infrastructure.

- ODOC's current applications are not fully integrated, this state affects and constrains the ability to continue to develop and maintain the Department's high demand information systems.
- This project is to assess the viability of integrating and standardizing its core computer systems, which are an assortment of languages including COBOL, Visual Basic, SQL, and JAVA. ODOC seeks to engage third party vendors to assess ODOC's fundamental computer systems, identify future business needs, and define a roadmap and strategic plan for transforming ODOC's systems. Integration processes are complex

and will include enterprise technology planning, business process improvements, and large-scale system integration.

Opportunity

Technical infrastructure projects address the Agency's current Correctional Outcomes through Research and Engagement (CORE) initiatives by supporting innovative, efficient, and sustainable business practices and by supporting the agency's performance measures. The project will provide various opportunities for improvement and increase efficiencies in several areas of ODOC's operations:

- 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.
- ODOC's fundamental systems are essential to the Department's ability to promote public safety by supporting all Department functions necessary for AIC and Offender management, including operating safe and secure institutions, reducing the risk of future criminal behavior, and providing services to agency customers, etc.
- This project affects the Governor's 10 Year Plan, Outcome on Innovative, Efficient, and Sustainable Business Practices, and aligns with the Operating and Supporting Processes on the CORE Fundamentals Map.
- This project will provide critical and comprehensive information to the Legislature which is crucial when it comes to funding opportunities based on agency performance (evaluated based on CORE Fundamentals Map)
- This project aligns with ODOC's Destination 2026.
- ODOC's Data Warehouse provides statistics for most of the agency performance measures with specific information about how well the Department is carrying out its responsibilities. The data contained in the Data Warehouse and available in a timely manner.
- Will provide a strategic systems roadmap for long-term sustainability.

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Table 1 Proposal Aligns with ODOC's CORE Supporting Processes

CORE Supporting Processes	Supporting Sub Process
SP 3 Managing Business Services	Providing IT and communication Services
SP 6 Managing Performance	Utilizing Data and Research • Providing data for informed decision-making. • Evaluating Program Effectiveness

Alternatives Analysis

Numerous MS-Access databases are currently in use. All represent work arounds and a risk to IT security, but in a cost/benefit analysis, the Access databases keep the critical needs of the business functionally running. ODOC doesn't have the capacity to replace them all, and modifications in existing core business systems further exacerbates the entangled patchwork IT landscape needing to be replaced.

ODOC IT continuously receives requests to modify the existing computer systems. Currently there are over 130 Service Requests waiting for service. (In a queue) These represent dire needs, not convenience needs, in part because the systems are so old and so complicated to update that staff are resigned to ask only for what is necessary.

Five years into the CORE business strategy, ODOC still has over one-third of agency scorecard measures *inactive* because of the lack of automation. Equally challenging are the numerous scorecard measures compiled manually.

Assumptions

- The Corrections Fundamental Systems Assessment (CFSA) project will start, and end, with the initiation of the Corrections Fundamental Systems Transformation (CFST) Project.
- This project will affect all Department and Community Corrections staff and facilities, as well as all external partners.
- Lack of buy-in amongst agency ranks based on repeated incomplete efforts to resolve core system overhauls over the past decades.
- Every aspect of the ODOC systems is tangled and intertwined. Changes in one system, one function, one screen, inevitably effect all the disparate functions of the system. The devils known in system quirks may be culturally preferred over the fear of something that does not meet staff needs and puts ODOC at risk of not executing agency business.
- People can literally die if ODOC's system has errors: AICs that don't receive accurate health care services, being housed with someone with whom the AIC may have a personal conflict or being released unnecessarily or released without proper safety protocols in place. Offenders with conflicts can be ordered to report to the Community Corrections office together. Staff are assaulted or killed due to inaccurate controls or data. Examples include: population movement and control is flawed in the institutions; wrong addresses or risk behavior is flawed for office and home visits in the community.

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Environmental Trends

We can expect that the makeup and needs of the criminal justice population will continue to grow more complex, and criminal justice professionals will be expected to address the complexity: mental illness, chronic disease, cultural diversity, neurological disorders, gender identity, traumatization, complexity of social relationships (parenting, victim restitution, creating healthy social support systems). Addressing these needs is not something criminal justice does alone. Good state government practice demands that state agencies and community stakeholders collaborate to serve this multi-interfacing population. Doing so demands flow and exchange of data and systems modern enough to exchange information and be mobile in the field.

Selection Criteria and Alternatives Ranking

Evaluate Technology infrastructure projects against the ability of ODOC:

- To promote public, staff, AIC, and Offender 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.
- To modernize in areas that will improve ODOC's business processes related to AIC and Offender management.
- To invest in improved infrastructures that will increase the ability to share data and essential information for increasingly effective business processes and decisions.

Solution Requirements

ODOC will quantify and measure the results of the CFSA project by the following:

- Confirm the feasibility and specific requirements for the 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 IT Services as objectives are jointly pursued.
- Provide clear lines of communications, responsibility, and accountability for success and management.
- Successful procurement of a vendor who is experienced in assessing and analyzing large computer systems, and has assisted with planning and implementing large integration and transformation technology projects.
- The Request for Information (RFI) on correctional vendor solutions to aid the assessment is ready by.
- By, the ODOC's Executive Team has sufficient, quality information to decide whether and how to pursue a CFST Project.
- By, the ODOC Executive Team decides chosen alternative.
- Following the ODOC Executive Team decision on whether/how to proceed with the CFST Project, the Assessment Vendor will create the Business Case and accompanying attachments by. (Go/no-Go)
- Procure from a Professional Services vendor a Project Manager (PM) and Business Analyst (BA) experienced in planning and implementing large integration and transformation technology projects.
    - Procure from a Professional Services vendor Business Analyst experienced in analyzing large computer systems, developing new business processes, planning, and performing successful organizational change on large integration and transformation technology projects.
    - Achieve Stage Gate 1 and Stage Gate 2 endorsements by, in time for legislative recommendations on the POP for Implementation Vendor Products and Services.
    - Project Planning and Project Management deliverables for the CFST Project are complete and approved
    - Achieve Stage Gate 3 deliverables, tasks are complete and approved, and the Stage Gate 3 endorsement of the CFST Project by.

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Alternatives Identification

Solution #0: The status quo – business as usual

Solution #1: CFSA Project moves forward

Alternatives Analysis

Some ODOC staff will be fully engaged with this effort in biennia 2019-21 and 2021-23 as subject matter experts that are critical to daily workloads. Therefore included in this package is the cost to backfill staff with limited duration positions for the following: an ODOC Business Champion (PEMF), an ODOC IT Project Manager (Information Systems Specialist 8), one Database Administrator (Information Systems Specialist 8) and two Systems Analyst (Information Systems Specialist 7). Occasionally other ODOC, Community Corrections, and external entities staff will be involved as needed.

The Assessment Vendor will provide all staff for completing the tasks identified in the Assessment Vendor SOW to plan the integration and transformation of ODOC's computer systems.

If Go decision is made by the ODOC Executive Team, a Professional Services Vendor(s) will provide staffing for the CFST Project. Business Analyst(s) to perform business tasks and to create technical, business, and project deliverables, and a Project Manager to manage the business and technical tasks, and to create all PM Deliverables needed for Stage Gate endorsements.

Cost:

See Table 2 ***Identified Costs of Project's Alternatives***

Table 2 Identified Costs of Project's Alternatives

Project	Solution #0 (Current State – Business as Usual)	Solution #1 (Proposed State –Project Moving Forward)
1. *Corrections Fundamental Systems Assessment (CFSA)*	**2019-21** **Costs**: None **FTE**: None **Positions**: None **2021-23** **Costs**: None **FTE**: None **Positions**: None	**2019-21** **Costs**: $1,974,925 • Personal Service related S&S (on going): $102,645 • Out-of-State Travel $48,000 • Personal Services $1,824,280 ○ $667,000 Vendor costs ○ $1,157,280 Backfill ODOC positions **FTE**: 5 **LD Positions**: • PEMF – Business Champion • ISS8 – Project IT Liaison • ISS8 – Database Administrator • ISS7 – OMS Systems Analyst • ISS7 – CIS Systems Analyst **2021-23 – TBD (To Be Determined)** **Costs**: $------- • Services & Supplies $ • Personal Services $ ○ $----- Vendor costs ○ $----- Backfill positions **FTE**: 5 **LD Positions**: • PEMF – Business Champion • ISS8 – Project IT Liaison • ISS8 – Database Administrator • ISS7 – OMS Systems Analyst • ISS7 – CIS Systems Analyst

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Benefits

Many of the following points overlap the possible opportunities described earlier.

Table 3 Identified Benefits of Alternative (Solution 1)

Project	Solution #1 (Proposed State – Based on Project Moving Forward)
1. Corrections Fundamental Systems Assessment (CFSA)	Benefits for performing assessment: • Improve and increase collaboration with external partners. • Improve and increase shared state services. • Provide ODOC with fundamental system roadmaps to benefit effective decision making by aligning with ODOC's Destination 2026. • Provide the ability enhancing CORE key performance measures to enable fact-based decision-making. • Increase flexibility of system to react to new programs/research/legislative mandates. • Provide ODOC with fundamental system roadmaps improving alignment with the Governor's 10-year plan around government accountability, transparency, and responsiveness. • Provide ODOC opportunity for process improvement through assessment business analysis.

Risks

The age and shortcomings of ODOC's data collection systems have negatively impacted engagement with third party experts hired to advise ODOC's leadership. Notably, in January 2018 George Mason University was invited, under contracted services, to perform a gap analysis of the evidence-based programming that ODOC provides to adults in custody. This gap analysis is an agency strategic initiative, and is necessary to set course and investment priorities for programming ODOC's prison system. In the Conclusion and Recommendations section of the final report, the researchers called out the following limitations that colored their findings:

> *Finally, there were challenges with the administrative data. By ODOC's own report, their data system is outdated and was originally designed to be a scheduling system, making it difficult to store and organize data in ways most conducive to analysis and reporting. Some challenges related to the administrative data included programming data that was difficult to interpret and had known inaccuracies. No easy method exists for obtaining facility location for a particular sample cohort due to regular inmate moves, a high amount of missing data for ODOC's assessment tools, and some nonsensical or invalid responses in the data, which required exclusion or removal of some cases or data fields. These limitations should be taken into account when interpreting the findings of this report related to the recommendations below.*

The fundamental systems do not interact optimally, thus adversely affecting statewide outcome measures, IGA's, and audits. Community examples of the issues between CIS and OMS are: Home visits attempted or completed and next office visits due when data is entered through OMS does not calculate and populate fields in CIS, causing the program to think a visit has been done when it hasn't, or requiring the PO to schedule a visit when one has already been done. Overall, this affects audits, outcomes, IGAs, and tracking to meet contact standards in the Statewide Community Contact Requirements program. Employment percentages are not transferred to CIS when entered in OMS, affecting Statewide Outcome Measures, IGA's, and audits.

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There is much confusion on what is accurate versus inaccurate data, depending upon the system staff are working in. Knowing what information is available and where to find it is a barrier to get staff to use both systems. With the generational gap, younger staff are more familiar with web-based programs and avoid the 'green screen'. Older staff who grew up with CIS avoid the web-based programs. Staff who attempt to use both systems find it difficult to know on which system information can be found. These issues are complicated by lack of training.

The complex patchwork of current systems causes litigation due to a lack of data. ODOC and Community Corrections continue to be vulnerable to lawsuits. For example, sentence calculations, medication monitoring, and other types of time sensitive follow-ups.

Staff turnover and lack of training are serious issues. A significant number of ODOC and Community Corrections staff are eligible to retire in the next few years. Without veteran staff to share knowledge with new hires, the ability to work in these complex systems is severely hindered, especially without formal training. ODOC does not have formal application user manuals or training classes.

Knowledge of how to mine, coax, and massage data pulled from ODOC's systems lives in the memory of ever decreasing critical staff. Currently, only one staff person with significant seniority can generate nuanced data pulls related to medical, mental, dental, or pharmaceutical information. Ask this key staff person during a legislative session if it is possible to pull information on X and Y in relation to Z over the last 10 years and he'll say, "It's in there, but it's everywhere. Let me see what I can do." This is anxiety producing for everyone, knowing that limited state resources will be invested based on the accuracy or lack-there-of the data.

One Analyst working in the agency likens ODOC's system to a mobile home trailer with 20 years of additions built on. Interdependence amongst the pieced together systems means ODOC's data is not real time, as each addition is dependent on 24-hour download from another system. In any given quarter, 10% of ODOC's adults in custody population (approximately 1,500) move at least once between facilities. This does not count the 450 new people entering ODOC's custody every month. Lack of real time information in the systems causes ODOC to drive blind through important decision-making processes like the provision of health care or housing placements.

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ODOC's system, due to its age and complexity, is unable to network with other agency partners like Oregon Youth Authority (OYA). OYA houses a sizeable population of ODOC adults under the age of 25. ODOC is responsible by statute for the creation and maintenance of critical information like release date calculations for ODOC's young adults in OYA custody. Currently, the only way to convey data securely between agencies is fax machine. Faxed messages are sent to OYA regularly, where OYA staff have to manually enter the information. While all staff appreciate the importance of this task, manual entry inevitably leads to data error.

Manual entry between partners is standard fare for agreements between state and county criminal justice systems. Through Inter Governmental Agreements, the State mandates counties to enter their data into ODOC's state systems for retention and use. Many county systems are more sophisticated than the states and so, rather than feeding information between systems, staff enter information manually into two separate systems. One criticism of ODOC's state systems is that after county staff enter critical data, the staff lack the ability to pull it from the system for reporting and decision making because the system entangles the storage of the information and is not user friendly for extraction.

The difficulty of ODOC'S data systems results in incalculable opportunity loss. Manual data pulls and data entry are a way of life for ODOC staff, and consume valuable time better invested in client care, quality assurance and strategic planning. While it would take biennia to fully upgrade ODOC's systems, the long-term cost savings of moving towards proactive care motivates this request for funding.

- ODOC needs funding to bring a vendor on-board to perform the fundamental systems assessment.
- ODOC lacks fundamental system roadmaps preventing alignment of technology decisions with ODOC's Destination 2026 Strategic Plan.
- This project requires executive leadership and agency wide buy-in throughout the project lifecycle.
- Inability to back-fill ODOC positions performing assessment related tasks as outlined in this business case.
- Independent Quality Assurance estimates vary greatly depending on the vendor and direction chosen.

Conclusions and Recommendations

Conclusions

There is an immediate need for ODOC to obtain current assessments and roadmap for its fundamental systems.

Challenged with many budget deficits, ODOC proposes and requests approval for this technical infrastructure project to help position the agency to take advantage of improved infrastructure efficiencies.

Recommendations

ODOC should move forward with the Corrections Fundamental Systems Assessment (CFSA). Based on the outcomes of the Assessment ODOC can then initiate a Corrections Fundamental Systems Transformation project. This will allow the agency to take advantage of following efficiencies from current and available resources and technologies:

- Modernization of critical and targeted business areas are essential to ODOC's ability to promote public safety by supporting all Department functions necessary for AIC and Offender management. The project will provide ODOC with an assessment that leads to a resilient plan to improve business efficiencies, decisions, and ODOC's systems.
- Successful adoption of future foundational improvements will increase collaboration, process improvements, and improve the speed and quality of fact-based decisions.

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The Corrections Fundamental Systems Assessment (CFSA) project includes:

1. Assessments of Corrections systems, including roadmap.
2. Evaluations of various vendors and their currently available products.
3. Recommendation of how to integrate all ODOC systems.
4. Determine whether and how to pursue a Corrections Fundamental Systems Transformation (CFST) Project.

The procurement effort to contract with an Assessment Vendor would start and would continue until ODOC is ready to begin initiation of a Corrections Fundamental Systems (CFST) project. (48 months)

The cost of the CFSA project and preparing for the CFST project:

1. 2019 – 21 biennium is estimated at $ 1,974,925
2. 2021- 23 biennium is estimated at $TBD

(**Note**: Independent Quality Assurance estimates vary greatly depending on the vendor chosen.)

Consequences of Failure to Act

Table 4 Possible Consequences of Failing to Act

Project	Possible Consequences Due to Failing to Approve or Fund the Recommended Alternative
Corrections Fundamental Systems Assessment (CFSA)	By not assessing the Corrections fundamental systems: • Increase difficulty to improve collaboration with external partners. • Slow to improve and add shared state services. • The department will not have a strategy to mitigate the risks of maintaining fundamental systems used for mission critical decisions. • The lack of having fundamental system roadmaps prevents alignment of effective decisions with ODOC's Destination 2026 Strategic Plan. • The quality of informed, collaborative, and data driven decisions, remains with fractioned systems. • It is *essential* that ODOC maintain accurate and quickly available information on all AICs and Offenders so ODOC and Community Corrections staff can make better-informed decisions regarding case and behavior management. Assisting AICs and Offenders to progress successfully through their custody cycle helps ODOC and Community Corrections reach a critical objective of "reducing the risk of future criminal behavior" and driving Oregon's recidivism rate lower. • Difficulty to obtain data for CORE key performance measures needed for evidence based decision-making. • Decrease flexibility when reacting to new programs/research/legislative mandates. • Limit ability to increase government accountability and responsiveness. • Opportunities to promote more efficient processes and business services might remain unknown.

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Appendix A: List of Key Abbreviations

Table 5 List of Key Abbreviations

Abbreviation	Description
AIC	**Adults in Custody** (formerly referred to as Inmates)
AS/400	The **Application System/400** mid-range computer platform used at ODOC (Introduced by IBM twenty-six years ago in 1988)
CFSA	Corrections Fundamental System Assessment Project
CFST	**Corrections Fundamental Systems Transformation** Project
CIO	**Chief Information Officer**
CIS	The **Corrections Information System** managing **Adults in Custody** and Offenders 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)
DW	**Data Warehouse** ODOC's **large store of data accumulated from a wide range of sources within the agency and used to guide decisions.** (CMIS)
EBP	**Evidence Based Practices** *The use of the principles of Risk, Need, and Responsivity in case management.*
ETS	State of Oregon **Enterprise Technology Services** (also referred to as the **State Data Center**). ETS provides computing services to numerous state agencies.
ITI	OSCIO IT Investment Form (ITI) that replaces the Information Resource Request Form (IRR)
ITS	ODOC's **Information Technology Services**
LAN	A **Local Area Network**
LEDS	The **Law Enforcement Data Services** System
ODOC	**Oregon Department of Corrections** (State of Oregon agency)
OMS	Web based **Offender Management System** that consists of multiple software applications
OSCIO	**Office of the State Chief Information Officer**
SDC	State of Oregon **State Data Center** (also referred to as the **Enterprise Technology Services**). SDC provides computing services to numerous state agencies.

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Appendix B: CORE Fundamentals Map

Figure 3 CORE Fundamentals Map (May 2018)

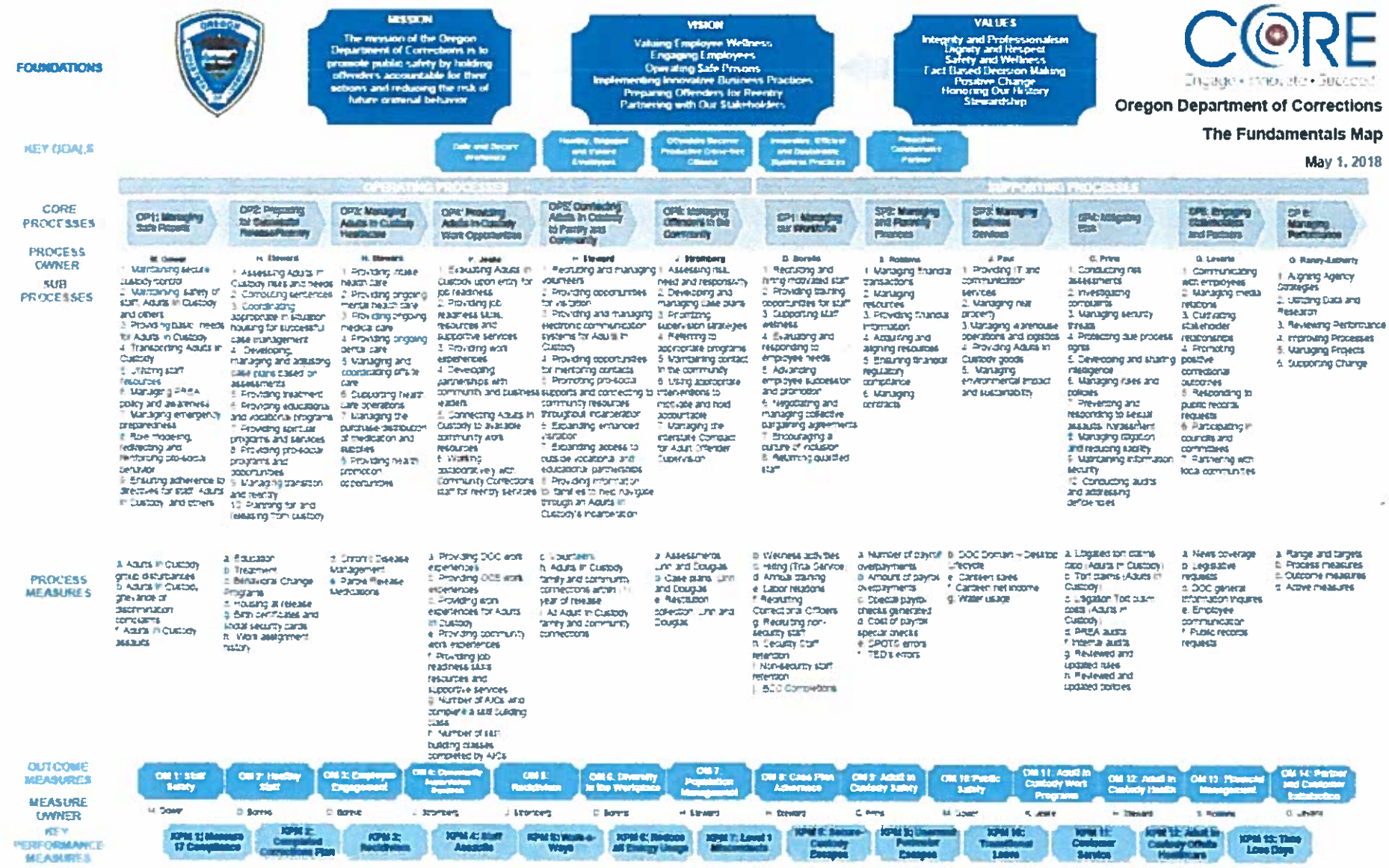
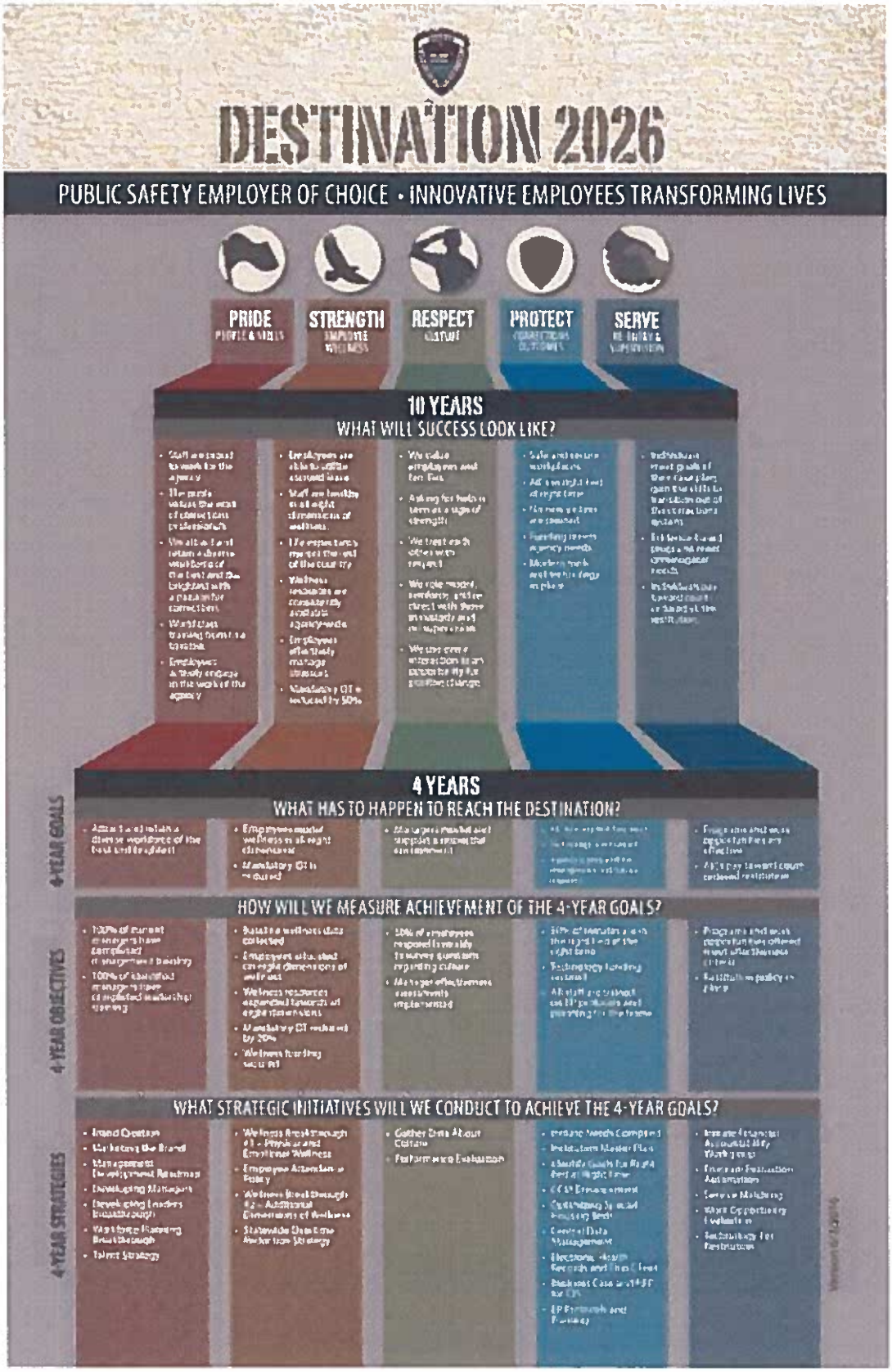


Figure 4 Destination 2026 – Building Our Future To Serve the Public



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Figure 5 Destination 2026 – What Will Success Look Like?



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Business Case for a *Corrections Information System (CIS) Tool Upgrade*

Oregon Department of Corrections (DOC), Administrative Services Division, On behalf of all Divisions

Date: August 20, 2018
Version: CIS Tool Upgrade Business Case v2.0
Authors: CIS Tool Upgrade Workgroup

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**107B CIS Tool Upgrade Project v2.0**		
AGENCY	Oregon Department of Corrections	DATE	August 20, 2018
DIVISION	Administrative Services Division	DAS CONTROL #	TBD
AGENCY CONTACT	Jim Paul, Oregon Department of Corrections, Assistant Director of Administrative Services David Alamein, Oregon Department of Corrections, Chief Information Officer	PHONE NUMBER(s)	(503) 945-9859 (503) 934-1102

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, Oregon Department of Corrections, Director (or Designee)	**August , 2018**
for BRIAN BELLEGUE	
Signature Brian Belleague, Deputy Director	8-24-2018
Agency Executive Sponsor	
Jim Paul, Oregon Department of Corrections, Assistant Director, Administrative Services (or Designee)	**August 24, 2018**
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
For **David Alamein**, Oregon Department of Corrections, CIO (or Designee)	**August 22, 2018**
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Officer (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) and the Offender Management System (OMS) are essential to the Department's ability to promote public safety by supporting all Oregon Department of Corrections (DOC) functions that are necessary for management of over 14,500 Adults in Custody (AIC) and over 30,400 Offenders supervised by Community Corrections in Oregon's 36 counties. CIS and OMS are utilized, and data shared with, various external stakeholders, e.g. Board of Parole and Post-Prison Supervision, LEDS, Oregon Department of Justice, Victim Information Network Everyday (VINE) etc.

DOC seeks to upgrade CIS with modern tools. Given the status of CIS, and the automation requirements brought about by a changing business environment, it has become essential that DOC begin to upgrade this mission critical system. This need has been identified in DOC's strategic plans since 2005.

DOC has determined that the best approach is to proceed with the purchase of third party (vendor) tools and custom enhancements. Solutions discussed in this Business Case are:

- **Status Quo Solution** – Continue to utilize the 30-year-old CIS 'as is' which is not desirable for current business processes and user enhancement needs.
- **Vendor Tools Solution:** – Augment with Vendor-supplied tools to improve CIS. DOC feels it is prudent to look into current vendor tool solutions and analyze various other application enhancements. This solution will also help DOC in moving towards fulfilling Destination 2026 goals and strengthening our CORE values.

DOC expects the CIS Tool Upgrade Project to last for approximately two years. Initially completing analysis of vendor tools, preparation for and procurement of tools and begin enhancements to CIS. This could include the following:

- Complete DAS required IT project oversight documentation (e.g. Business Case, Information Resource Request);
- Complete As-Is and To-Be business process documentation;
- Complete development of a Request for Proposal (RFP) that is ready for release;
- Develop an implementation plan;
- Prepare the organization for implementation.
- Complete procurement of the new Vendor tools;
- Install and configure the Vendor tools;
- Begin enhancements to CIS;
- Organizational change activities, including planning for staff training and deployment.

Due to limitations of the existing CIS technology tool set, current CIS applications are not keeping up with evolving business processes. New policies and laws made for public benefit, sometimes affect DOC business procedures and offender population as well. Tools and technologies used to maintain CIS do not support new logic or changes to the programs easily. Thus, business stakeholders end up spending time and effort on work arounds, which increases the possibility of human error or application functionality will fail to be upgradable to meet new law, policy, and business requirements.

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Purpose and Background

Policy Option Package (POP) 107B is designed as a stepping-stone to meet the long-term objectives of Destination 2026 in regards to the availability of modern tools and technology. Destination 2026 is the Department of Corrections (DOC)'s ten-year strategic plan. This POP provides an immediate solution while analyzing DOC's fundamental database systems. DOC seeks to modernize the core business application developed in 1988: Corrections Information System (CIS) used daily by approximately 4,700 DOC and 1,659 Community Corrections criminal justice professionals statewide.

In the next 5 years, a significant percentage of the DOC workforce is eligible to retire. For any staff person retiring with up to 30 years of service in our agency, the current 'green screen' business application is what they've spent their career using. 30 years ago, an average staff person only needed to use our business application to track admissions, movements, and sentencing information. Today, our agency is driven by measurable outcomes and evidence based practices in case management as they apply across the full spectrum of the criminal justice system. Every staff, from the top to the bottom of the organization, makes day-to-day decisions based upon data. Our modern workforce needs a system that provides nuanced information, is mobile, and can interface with critical stakeholders.

Background

In 2008, the agency began creating the OMS, a rewrite of CIS, but funding was unavailable to complete the effort, leaving us with two systems that both compete with and depend upon one another. Newly hired staff expect to use technology they can learn intuitively, and tend to favor our more recent OMS system, foregoing the use of CIS. Long-term staff, on the other hand, opt to avoid the newer platforms and rely on their original training. This bifurcation of preference can cause staff to make decisions without all the necessary information. Currently an employee with access to our fundamental systems must open multiple interfaces to acquire all the information they need to make day-to-day decisions about adults in our custody or under our supervision. Using this patchwork of systems heightens the potential for subsequent substantial errors. For example, a parole officer will not know the correct cadence of home visits if they rely solely on one system because data entered there does not transfer to another system. Data entry is duplicated across several systems and, because the systems are not mobile, Community Corrections staff record all case management notes by hand and return to a workstation to enter the data. Corrections staff in our prisons drill through multiple complicated legacy systems to mine information needed to make critical choices about housing placements and limited drug and alcohol treatment beds. There is no existing training on CIS, so as significant portions of our long-term staff retire, they take with them knowledge to navigate the system, such as special keystroke combinations needed to extract critical client data unavailable elsewhere.

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Problem or Opportunity Definition

Modernization of CIS will be accomplished by purchasing new software tools to upgrade the existing CIS environment to a more accessible architecture and to facilitate data exchanges with counties and other business partners. CIS development began in approximately 1988 using (then) modern software tools and hardware. Even though the software and hardware releases have been kept current, the architecture upon which it is based is not familiar to new employees, not mobile accessible, and lacks user friendliness and usability. The software should be more intuitive so current and future employees could utilize it with minimal training, allowing the tool to facilitate the work, not impede it.

The modernization of tools funded through this POP will address these shortcomings, enabling CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place wherein we become the Public Safety employer of choice. This technology transformation is in support of the State of Oregon Governor's priority of efficient and effective delivery of government services.

Figure 1. 'Before' and 'After' tool upgrade screen comparison

Before



After



Alternatives Analysis

Assumptions

Purchase of a new software toolset to transform and integrate the CIS core business application with existing modern applications.

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Add four permanent positions within the IT Services Application Services unit to provide the transformation capabilities, ongoing enhancements and support for the department's primary computer application. These four positions are required for adding this complex toolset to our existing systems as the toolset specialists.

One additional limited duration or professional services senior project manager will be essential to ensure the effective management of the project during its crucial first two years.

The primary deliverables for this POP are:

- Procuring and implementing a web based interface for CIS that integrates seamlessly with other DOC applications. Includes configuring the environment and training of staff.
- Adding industry standardized web services to CIS for internal and external use promoting code reuse, modularity and secure integration points for county, state and other business partner systems. The web services will be secured and select services will be accessible to external business partners.
- Creating modern interfaces to CIS that work in the web browser, are mobile enabled and integrate with other DOC applications.

The project will follow the Project Management Body of Knowledge (PMBOK) to ensure the application of standardized management principles to the conduct of the project. The procurement will follow DAS IT Procurement rules and procedures/guidelines.

Selection Criteria and Alternatives Ranking

Quantifying Results

The strategic initiatives this concept plans to support are:

- CORE Processes
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services, by modernizing systems so data is more accessible and portable.
  - The Supporting Process (SP), SP 4.1, 4.4 and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.
- Agency Destination 2026 "modern tools and technology are in place."
- State of Oregon Governor's Priority/Core Value
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved including employees, adults in our custody, offenders under Community supervision, victims, other agency stakeholders and the tens of thousands of Oregonians impacted by the criminal justice system.

The result of this effort, estimated at two years, will support these initiatives by:

- Building web services to CIS.
- Creating modern interfaces for CIS that seamlessly integrate with existing DOC web applications.
- Enabling mobile access to CIS.

Solution Requirements

Alternatives Identification

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Status Quo Alternative

Continue to utilize the 30-year-old CIS application that is not keeping up with current business processes and user enhancement needs.

Vendor Tool Upgrade Alternative

Ability to meet DOC's immediate business automation and access needs, and a faster implementation schedule leveraging vendor resources and training.

Alternatives Analysis

Cost

**Note: The CIS Tool Upgrade Project package maintenance cost and permanent staffing cost will become part of the 2019-21 Base Budget.*

Solution #1 – Status Quo Alternative Costs

The annual licensing and maintenance cost of the iSeries equipment, software, and operating system. The iSeries hardware is supported by the State Data Center (SDC) and utilized by these other state agencies: Oregon Department of Revenue and Oregon Department of Veterans Affairs. The cost is shared among them.

Solution #2 – Vendor Tool Upgrade Alternative Costs

The CIS Tool Upgrade project is anticipated to last for approximately two years. By July 1, 2019, Market research and a Request for Proposal (RFP) will begin. Budget for this project consists of funding software purchase, for one Project Manager ISS 8, two Information Systems Specialist 7, and two Information Systems Specialist 8. Four of these

positions are being established as permanent positions. Subsequent biennia will contain the ongoing cost for software maintenance.

Agency Request Budget

Table 1 Agency Request Budget for the CIS Tool Upgrade Project

Staffing Impact	
Positions	Information Systems Specialist 7 & 8 (AAON)
FTE	4.0 (2xISS7, 2xISS8) 1.0 (1xISS8) Project Manager, two years)
Cost	Personal Service: $1,215,266 Personal Service related S&S: $102,644 Total: $1,317,910
Revenue Source	
General Fund	$ 1,317,910 estimated for staffing $ 378,000 estimated for software maintenance (2nd year for the 2019-21 biennium) $ 300,000 estimated Quality Assurance (QA)
Other Funds	$ 1,650,000 estimated for software purchase and licensing
2021-23 Fiscal Impact	
General Fund	• $378,000 annual maintenance on software licensing. • Permanent staff funding will carry forward.

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Benefit

Solution #1 – Status Quo Alternative Benefits

- No Business Process Changes.

Solution #2 – Vendor Tool Upgrade Alternative Benefits

- Allows for more timely and responsive business process changes once the tools are purchased and implemented.
- Better ability to meet ongoing DOC's business needs.
- Better ability to meet ongoing DOC's business partners' needs.
- A system that supports business objectives while being cost effective and sustainable.
- Faster implementation schedule by leveraging vendor resources, skills, and training.

Risk

Solution #1 – Status Quo Alternative Risks

- Current CIS applications are not keeping up with current business processes and user demand for enhanced reporting as evidenced by over 130 requests for system enhancements by the user community.

- 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.
- DOC's ability to maintain and upgrade the system is quickly diminishing without current tools.
- Difficult to continue supporting business objectives while being cost effective and sustainable.
- Decreasing ability to expand business functionality in order to meet the needs of industry changes and agency growth.
- Less opportunity for business process improvement.

(Willamette Consulting, Inc., October 23, 2008)

- DOC runs with a very lean IT organization and it is becoming difficult to maintain the current system with current DOC 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 thirty 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.

Solution #2– Vendor Tools Upgrade Alternative Risks

The DOC identifies the risk rating for this project as low. Procurement of a vendor tools is a low-risk approach from a technical standpoint.

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The business risk was assessed as low, as targeted business groups will be able to change their business processes in order to adapt to new automation opportunities. This business case is designed to mitigate this risk by spending a biennium to research, procure, implement, and begin enhancing CIS. Additionally, outdated or less than efficient business processes can begin being updated or phased out.

- Initial cost of tools and configuration.
- CIS and OMS will need to be customized to leverage the tool features.
- Decreases ability to complete new projects and major enhancements during the implementation.
- 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 DOC inherits maintenance.
- There is a small risk that DOC could unwillingly inherit maintenance of a software solution for which they do not have trained personnel.
- Though the total implementation cost for a package can be expected to be less, the cash flow and staffing commitment for DOC business and IT resources is significantly more front-loaded.

Conclusions and Recommendations

Conclusions

This thirty-year-old CIS application is not keeping up with current business processes and user demand for enhanced reporting. Users include DOC, all Community Corrections offices across Oregon's 36 counties, and external agency partners. This project is expected to take 24 months of work to research available tools, preparation for procurement, procurement, implementation, and training, to begin enhancements of CIS. The upgrade of CIS will provide substantial automation opportunities, which will allow for business process change.

Recommendations

DOC has determined that the best approach is to proceed with the purchase of third party (vendor) tools to modernize the CIS environment to a more accessible architecture, enabling CIS to work seamlessly with the agency's other modern applications, be mobile accessible and interface easily with county, state and other outside business partners. This will directly support Destination 2026, specifically the goal of having modern tools and technology in place wherein we become the Public Safety employer of choice. This technology transformation is in support of the State of Oregon Governor's priority of efficient and effective delivery of government services as well as strengthening our CORE values.

Procurement of vendor tools will follow the DAS IT procurement procedures.

The scope of the effort will include transformation readiness of existing functionality within CIS and readiness for adding functionality for mobility, web services, and portal access for application users.

Recommended Action

Policy Option Package 107B – CIS Tool Upgrade: Needs approval.

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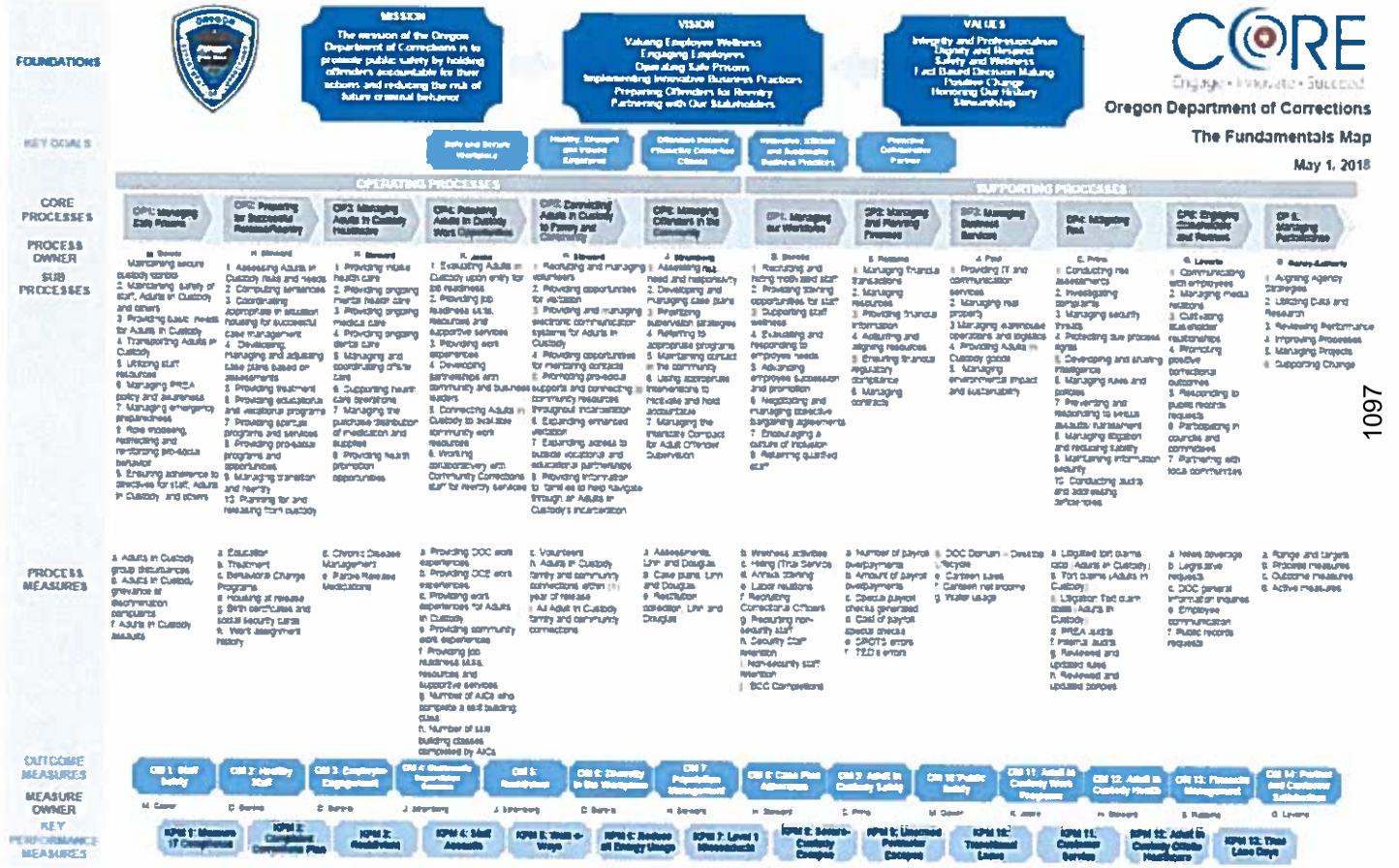
Consequences of Failure to Act

An increasing risk that

- Critical functionality will fail, or will not be upgradable to meet legal, policy, and business requirements;
- DOC's diminishing ability to maintain and upgrade CIS due to the lack of available tools;
- Continued inability to meet DOC and business partner needs, as well as data exchange needs with multiple agencies.

Appendix A: CORE Fundamentals Map

Figure 1 CORE Fundamentals Map (May 2018)



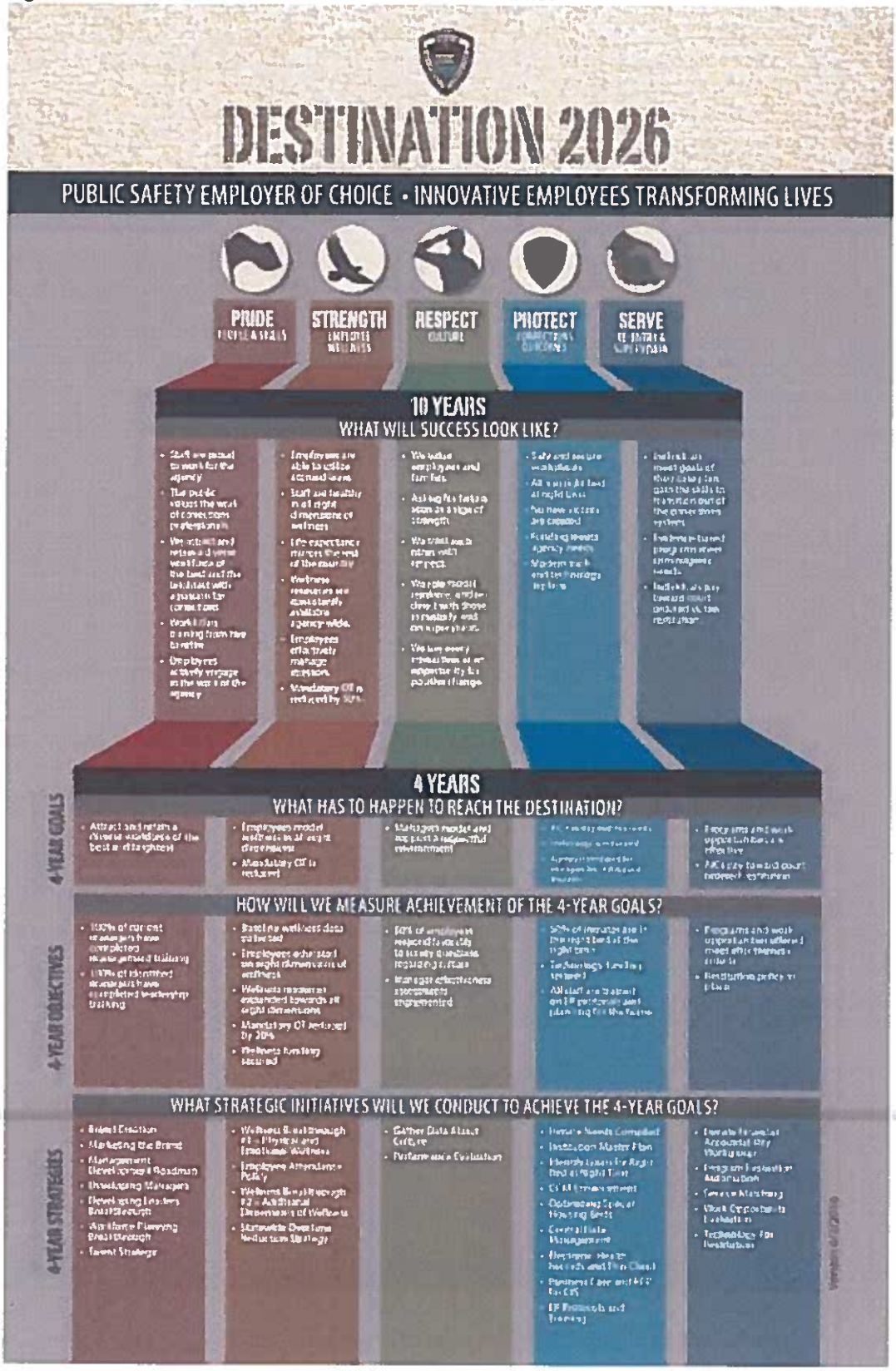
Appendix B: Destination 2026

Figure 2 Destination 2026 – Building Our Future To Serve the Public



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Figure 3 Destination 2026 – What Will Success Look Like?



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Business Case for a *Communications and Collaboration Portal (Intranet)*

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Oregon Department of Corrections (DOC), Central Administration, Office of Communications On behalf of all Divisions

Date: August 20, 2018
Version: v2.0
Authors: Nickie Basinger and Gail Levario

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E-mail Gail.M.Levario@doc.state.or.us
Web site (https://www.oregon.gov/doc/pages/index.aspx

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	Business Case for a Communications and Collaboration Portal (Intranet) v2.0		
AGENCY	Oregon Department of Corrections (DOC)	DATE	August 20, 2018
DIVISION	Central Administration, Office of Communications	DAS CONTROL #	TBD
AGENCY CONTACT	Gail Levario, DOC Communications Administrator	PHONE NUMBER	(503) 945-0930

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	
Brian Belleque, DOC Deputy Director (or Designee)	August 2018
Signature Brian Belleque	8-24-18
Agency Executive Sponsor	
Gail Levario, DOC Communications Administrator (or Designee)	August 2018
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
for **David Alamein**, Oregon Department of Corrections, CIO (or Designee)	August 23, 2018
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Officer (CIO) IT Investment and Planning Section	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

Throughout the past, the **Oregon Department of Corrections** (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 (AIC) and staff. The failure to implement these upgrades will have significant negative consequences throughout the department.

A **Communications and Collaboration Portal** (CCP) (Intranet technology) is an in-house website on an organization's network (on premise or in the cloud) to serve internal workers (employees, contractors, and volunteers). It will provide standard ways to publish an organization's policies, news, schedules, forms, and training manuals. It can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary means to view and access information within the Intranet. DOC will develop and deploy an enterprise-wide CCP to support strategies by improving business communications and processes within the agency, manage documents, provide document version control, and collaborate on documents, projects, and decisions while improving the quality of business data and information.

In 2013, DOC started a new initiative titled **Correctional Outcomes through Research and Engagement** (CORE). CORE is DOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes across the organization. The proposed project supports and aligns with many of DOC's goals targeted by CORE by promoting effective communications and collaboration. (More in Solution **Requirements** section)

The CCP also aligns with DOC's strategic 10-year plan - **Destination 2026**. DOC's Strategic Plan was developed to define what success would look like in ten years, and what needed to happen within DOC to reach transformative successes by 2026. (More in Solution **Requirements** section)

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A Communications Portal would provide strategic value to DOC and the State of Oregon by promote proactive communications and tight collaboration among DOC staff, consultants, and volunteers. Critical information and content would be accessible. Staff communications and the sharing of ideas and information would help engage staff and produce better decisions.

The CCP project will be sponsored and governed by the DOC's **Office of Communications** (OC), which is responsible to further the department's mission and goals through close collaboration with the agency's external and internal stakeholders both inside and beyond the realm of public safety. Serving as a trusted source of accurate information, this office ensures the agency is a transparent governmental organization that members of the public can access at any time. The OC includes internal communications, external communications, media relations, legislative and government relations, and public records information coordination.

It is essential that DOC maintain accurate information so DOC staff can make solid decisions, while having the ability to collaborate with the agency's external and internal stakeholders. CCP will allow DOC staff to reach critical objectives of safety, wellness, and accurate information to assist in timely decision making and reducing the risk of communication failure.

DOC proposes and requests approval for a CCP to allow the agency to take advantage of improved infrastructure efficiencies. The modernization of these critical and targeted business functions is essential to DOC's ability to promote public safety by supporting all department functions necessary. The new systems will provide DOC with

a foundation to share data and essential information, measure processes that will lead to improved business efficiencies, decisions, and responsiveness.

DOC operates correctional facilities and performs functions related to legislative approved programs for 14,700 **Adults in Custody** (AIC's), within fourteen facilities throughout Oregon. The current system state touches DOC's leadership and all 4,500 employees that use Microsoft Outlook, Word, Excel, and share files and critical information with each other. However, there are no central locations to find common information; there are issues with duplicate information and misinformation. Our staff have a poor experience searching for files and information especially with the extensive use of file shares. Our main channel of communication is primarily through email. Many business processes are cumbersome, heavily reliant on paper, and require dual data entry; therefore, project and team communications would be heavily reliant on a new intranet. DOC does not have a coordinated solution for communicating within the agency and for collaborating with external stakeholders. The current state affects DOC's Administration, along with all staff using Outlook, Word, Excel, share files, especially when exchanging critical information with others.

External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to communicate efficiently with DOC. In addition to managing the AIC population of 14,700, DOC employees directly supervise approximately 3,000 Offenders in Linn and Douglas counties. The Department employees also administer 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.

The totals of AIC, directly supervised Offenders, and other Offenders on probation and post-supervision programs administered by DOC total 48,000.

Adults in Custody	14,700
Supervised Linn & Douglas	3,000
Offenders on probation and Post-supervision programs	31,000
Total	**48,700**

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There is vast need for improved communication, collaboration, and decision making while DOC faces an increasing rate of retirees in the next several years.

Five (5) permanent positions/**Full Time Employees** (FTE) are required for the project in biennia 2019-21, 2021-23, and thereafter. The creation of these staff positions allows DOC to support the project, help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the solution vendor throughout the effort in order to lay a strong foundation for the long-term development, expansion, and success of the CCP after the vendor contract ends. (One Communications/Branding Governance/Portal Manager position, one SharePoint Farm Administrator/Engineer, one SharePoint Configurator/Site Collection Administrator, one Development Information Systems Specialists, and one Development Information Systems Specialists).

Creating these essential positions will include:

- Creating an ongoing governance plan to management and development 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

In addition to increased collaboration, the system can also provide ways to reduce manual processes, provide opportunities to improve timeliness and quality of decisions, and generate better outcomes in support of DOC's mission.

- Communications within DOC (Intranet)
- Providing central locations to find common information
- Providing 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
- Reducing duplicate business forms

This package requests $2,265,066 for the 2019-2021 biennium to develop and deploy an enterprise wide Communications and Collaboration Portal (Intranet) based on the Microsoft SharePoint platform. (The request for the 2021-23 biennium is yet **To-Be-Determined** (TBD).

Purpose and Background

Purpose

The Department of Corrections (DOC) requests funds for an agency Communications and Collaboration Portal (CCP) initiative (Intranet technology).

This project is for DOC to develop and deploy an enterprise-wide Communications and Collaboration Portal – Intranet (CCP) to support strategies improving business communications and processes *within* the agency, manage documents, provide document version control, make possible collaboration on documents, projects, and decisions while improving the quality of business data and information.

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This project leverages DOC's existing investment in a Microsoft 365 Enterprise (SPE3) license, which includes Microsoft SharePoint (Intranet) software.

An Intranet is an in-house website on an organization's network (on premise or in the cloud) to serve *internal workers* (employees, contractors, and volunteers). An Intranet provides standard ways to publish an organization's policies, news, schedules, forms, and training manuals. It can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary means to view and access information within the Intranet.

The CCP project will be sponsored and governed by the DOC Office of Communications (OC), which is responsible to further the department's mission and goals through close collaboration with the agency's external and internal stakeholders. (Both inside and beyond the realm of public safety) Serving as a trusted source of accurate information, this office ensures the agency is a transparent governmental organization that members of the public can access at any time. The OC includes internal communications, external communications, media relations, legislative and government relations, and public records information coordination.

Five (5) permanent positions/FTE are required for the project in biennia 2019-21, 2021-23, and thereafter. The creation of these staff positions allows DOC to support the project, help create the environment, maintain the

environment, and to transition project knowledge and technical expertise from the solution vendor throughout the effort in order to lay a strong foundation for the long-term development, expansion, and success of the CCP after the vendor contract ends. (One Communications/Branding Governance/Portal Manager position, one SharePoint Farm Administrator/Engineer, one SharePoint Configurator/Site Collection Administrator, one Development Information Systems Specialists, and one Development Information Systems Specialists).

This package requests $2,265,066 for the 2019-2021 biennium to develop and deploy an enterprise wide Communications and Collaboration Portal (Intranet) based on the Microsoft SharePoint platform. (The request for the 2021-23 biennium is yet TBD.)

This will include:

- Creating an ongoing governance plan to management 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

Background

In June 2011, DOC led an Intranet pilot project to test the functionality and approaches to meeting business needs using Intranet web portals. The six-month pilot was successful and developed a number of lessons learned to use when initiating a full project.

In November 2014, DOC hired the Marquam Group, an experienced and well-known team of Intranet consultants that have performed contracts for many Oregon agencies, to perform an Intranet business feasibility study; they were tasked to identify how an Intranet could meet critical organizational needs. 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 expenses for hosting/support.

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By April 2015, Marquam and DOC IT Services collaborated and jointly authored a number of deliverable documents supporting the findings; these documents will provide a framework to start project implementation.

Some of the documents developed:

- ***SharePoint Execution Roadmap*** (Display initiatives and timelines)
- ***SharePoint Budget Considerations*** (Estimated software/hardware and costs)
- ***Internal Resource Requirements and Plan*** (FTE and Services Staff estimates)
- ***Infrastructure Planning Document*** (Technical overview of possible architecture solutions)
- ***SharePoint PowerPoint Presentation*** to the DOC Policy Group

A summary of findings were presented to DOC's Policy Group in April 2014. The findings were positively received and generated a discussion and desire to move forward.

The stakeholder sessions identified key ***pain points*** at DOC:

- There are 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.
- DOC's main channel of communication is primarily through email.
- 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.
- DOC does not have a coordinated solution for communicating within the agency and for collaborating with external partners.
- The current state affects DOC's Administration, along with all staff using Outlook, Word, Excel, share files, especially when exchanging critical information with others. External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to communicate efficiently with DOC.

When the Communication Portal is implemented, Key Performance Metrics (KPMs) might include:

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

Problem or Opportunity Definition

Opportunity

A Communications Portal will provide a foundation to share data and essential information, measure processes, and can lead to improved business efficiencies, decisions, and responsiveness.

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In addition to increased collaboration, the system can also provide ways to reduce manual processes, provide opportunities to improve timeliness and quality of decisions, and generate better outcomes in support of DOC's mission.

- Communications within DOC (Intranet)
- Providing central locations to find common information
- Providing 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
- Reducing duplicate business forms

Problems

If not funded, DOC's communication and collaboration practices will continue as is using only email and files that are difficult to locate, control, and share. The quality of informed, collaborative, and data-driven decisions will remain underdeveloped and stunted.

DOC does not have a coordinated solution for communicating within the agency and for collaborating with partners. A CCP will provide the functions to 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

Alternatives Analysis

Assumptions

The following are assumptions for the project and a breakdown of the funding request for the three and a half (3 ½) year project:

The OC will hire a Communications Portal Manager to oversee and:

1. Contract with a vendor to perform a technical infrastructure reassessment evaluating DOC's current technology and recommend next steps and tools to support the development of an agency Intranet, collaborative tools, and content management (prior to project initiation).
2. Procure professional services to write the required StageGate Business Case to be submitted to the **State Office of the Chief Information Officer** (OSCIO).
3. Procure professional services to write the Statement of Work and Request for Proposal to hire a Solutions Vendor.
4. Procure a Solutions Vendor to implement the Communications and Collaboration Portal (Intranet) over the life of the project.
5. Potentially, hire an independent **Quality Assurance** (QA) vendor, since this is required for some StageGate projects.
6. *Note*: At this time, it remains unclear if an independent QA will ultimately be required. If it is, the requested funding now includes QA. If QA is later determined not to be necessary, the funded budget might decrease.

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Table 1 Funding Request for the Communication and Collaboration Portal Project

Revenue Source	2019-2021 Biennium	2021-2023 Biennium	Total (over three and a half years – 42 months)
General Fund	$ 2,265,066	TBD	TBD
Other Funds -	0		
Federal Funds -	0		TBD
Total Funds	**$ 2,265,066**	TBD	

In light of the need to improve enterprise communication and collaboration efficiencies, DOC requests $ 2,265,066 in this Policy Option Package for the 2019-2021 Biennium. (Including five (5) positions/five (5) FTE; $994,070 for one (1) position for Central Administration Office (1) FTE and $1,270,996 for four (4) positions for Administrative Services Division (4) FTE)

The proposed project requires 42 months and is estimated to start July 1, 2019 and end December 31, 2022. (Requires three and a half years).

Selection Criteria and Alternatives Ranking

Five (5) permanent positions/FTE are required for the project in biennia 2019-21, 2021-23, and thereafter. The creation of these staff positions allows DOC to support the project, help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the solution vendor throughout the effort in order to lay a strong foundation for the long-term development, expansion, and success of the CCP after the vendor contract ends. (One Communications/Branding Governance/Portal Manager position, one SharePoint Farm Administrator/Engineer, one SharePoint Configurator/Site Collection Administrator, one Development Information Systems Specialists, and one Development Information Systems Specialists).

Solution Requirements

1. Establishing the initial CCP/Intranet enterprise wide foundation
2. Deploying CCP/Intranet functionality
3. Integrating agency business processes

These efforts will improve:

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

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This proposal supports many values and elements of DOC's Shared Vision:

- Fact-Based Decision Making
- Engaging Employees
- Implementing Innovative Business Practices (data driven, evidence-based practices, and progressive technologies)
- Partnering with Stakeholders

The proposed project would 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 the effective communications of news to Stakeholders and Partners
- To assist data warehouse users to utilize data and research studies

This proposed project supports and aligns to many of DOC's Destination 2026 targets over the next eight years.

- Modern tools and technology in place
- Securing technology funding

- Increasing focus on best practices
- Leadership to build a vision to help focus and prioritize
- Using Scorecards, Fundamental Maps, and Quarterly Target Reviews

Alternatives Identification

The intranet is an in-house website on the organization's **Local Area Network** (LAN) serving only employees and not the public. It 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. A web browser is the primary way to display information.

DOC's communication and collaboration practices will continue as is using only email and files that are difficult to locate, control, and share. The quality of informed, collaborative, and data-driven decisions will remain underdeveloped and stunted.

Alternatives Analysis

DOC is seeking funding for five (5) permanent positions/FTE are required for the project in biennia 2019-21, 2021-23, and thereafter. The creation of these staff positions allows DOC to support the project, help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the solution vendor throughout the effort in order to lay a strong foundation for the long-term development, expansion, and success of the CCP after the vendor contract ends.

Current IT Services staffing levels, technical experience, and demands for other projects are major constraints on attempting this project in-house.

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IT Services cannot currently provide the long-term capacity to support DOC efforts to launch, manage, and implement a multi-year technology project for the type of Agency Intranet proposed.

To make the project achievable, this project proposal anticipates using multiple vendors to provide the major resources, skills, and experience needed to achieve successful project outcomes.

This package requests $2,265,066 for the 2019-2021 biennium to develop and deploy an enterprise wide Communications and Collaboration Portal (Intranet) based on the Microsoft SharePoint platform. (The request for the 2021-23 biennium is yet TBD.)

Conclusions and Recommendations

Conclusions

DOC operates correctional facilities and performs functions related to legislative approved programs for 14,700 AIC's, within fourteen facilities throughout Oregon. The current system state touches DOC's leadership and all 4,500 employees that use Microsoft Outlook, Word, Excel, and share files and critical information with each other. However, there are no central locations to find common information; there are issues with duplicate information and misinformation. Our staff have a poor experience searching for files and information and there is extensive use of file shares. Our main channel of communication is primarily through email. Many business processes are cumbersome, heavily reliant on paper, and require dual data entry; therefore, project and team communications are heavily reliant on email and file shares. DOC does not have a coordinated solution for

communicating within the agency and for collaborating with external stakeholders. The current state affects DOC's Administration, along with all staff using Outlook, Word, Excel, share files, especially when exchanging critical information with others.

External partners such as Oregon Corrections Enterprises and Community Corrections are also unable to communicate efficiently with DOC. In addition to managing the AIC population of 14,700, DOC employees directly supervise approximately 3,000 Offenders in Linn and Douglas counties. The Department employees also administer 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.

The totals of AIC, directly supervised Offenders, and other Offenders on probation and post-supervision programs administered by DOC total 48,000.

- Adults in Custody 14,700
- Supervised Linn & Douglas 3,000
- Offenders on probation and
- Post-supervision programs 31,000
- Total 48,700

There is vast need for improved communication, collaboration, and decision making while DOC faces an increasing rate of retirees in the next several years.

Recommendations

It is critical and essential to develop and deploy an enterprise-wide CCP Intranet to support strategies improving business communications and processes within the agency, manage documents, and provide document version control, collaboration on documents, projects, and decisions while improving the quality of business data and information. The CCP will serve internal workers (employees, contractors, and volunteers) and provide standard ways to publish an organization's policies, news, inmate messages, schedules, forms, Director Messages, critical information, and training manuals. It can also provide a venue for publishing blogs, wikis, activities, events, and schedules. A web browser is the primary means to view and access information within the Intranet.

1111

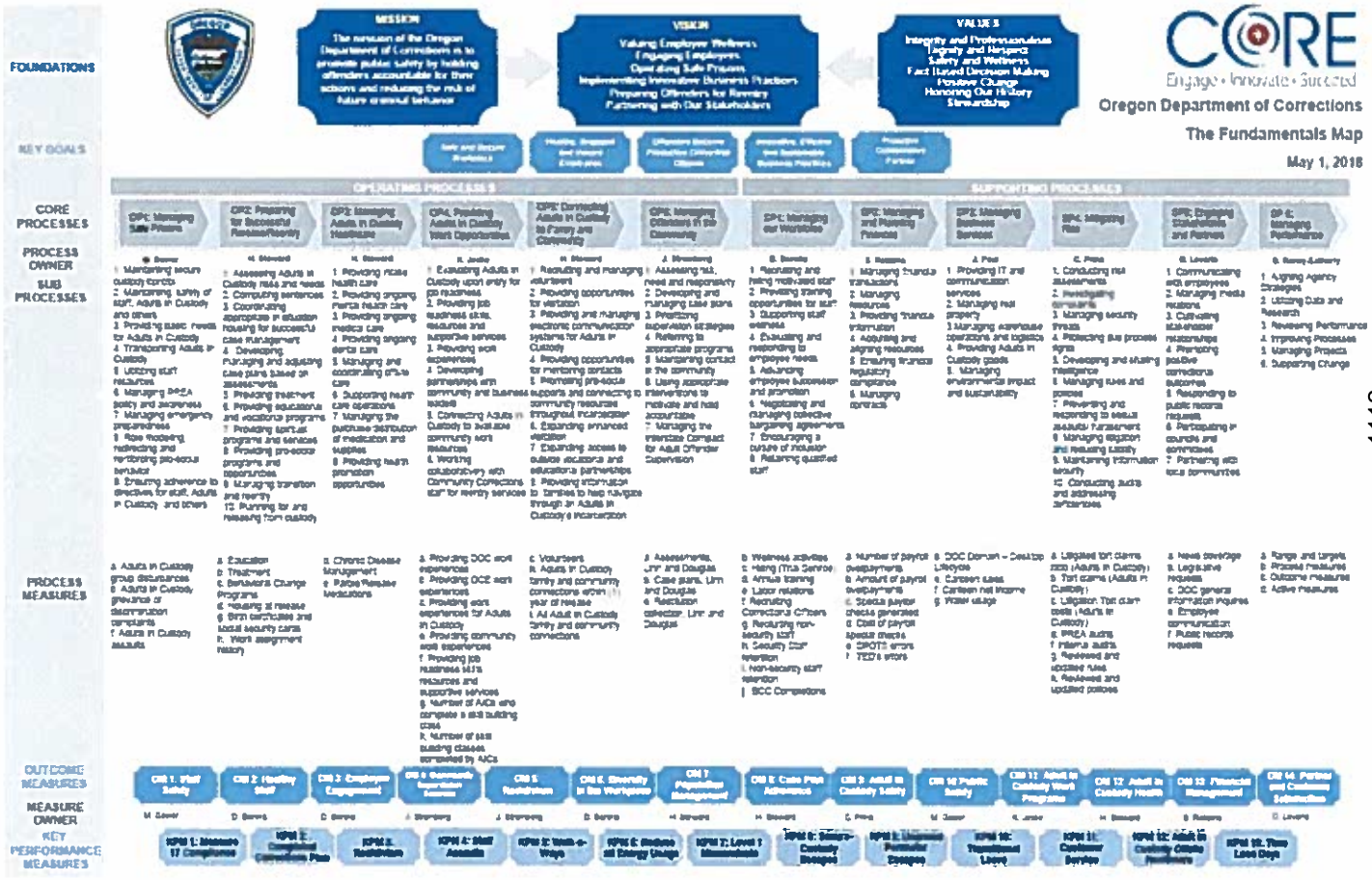
In addition, the creation of these staff positions allows DOC to support the project, help create the environment, maintain the environment, and to transition project knowledge and technical expertise from the solution vendor throughout the effort in order to lay a strong foundation for the long-term development, expansion, and success after the vendor contract ends.

Consequences of Failure to Act

Consequences of failure to act will force DOC's communication and collaboration to continue only using email and dispersed files that are hard to locate, control, and share. DOC needs a CCP before the vendor contract ends, otherwise DOC will lack a foundation to share data and essential information, measure processes, improve business efficiencies, and decisions. DOC will have difficulty communicating within the agency and for collaborating with external partners and stakeholders. In addition, an insufficient intranet will hinder the timeliness and quality of decisions, which will prevent DOC from achieving better outcomes in support of the DOC's mission. DOC cannot remain in our current state using a system that is underdeveloped and outdated.

Appendix A: CORE Fundamentals Map

Figure 1 CORE Fundamentals Map (May 2018)



1112

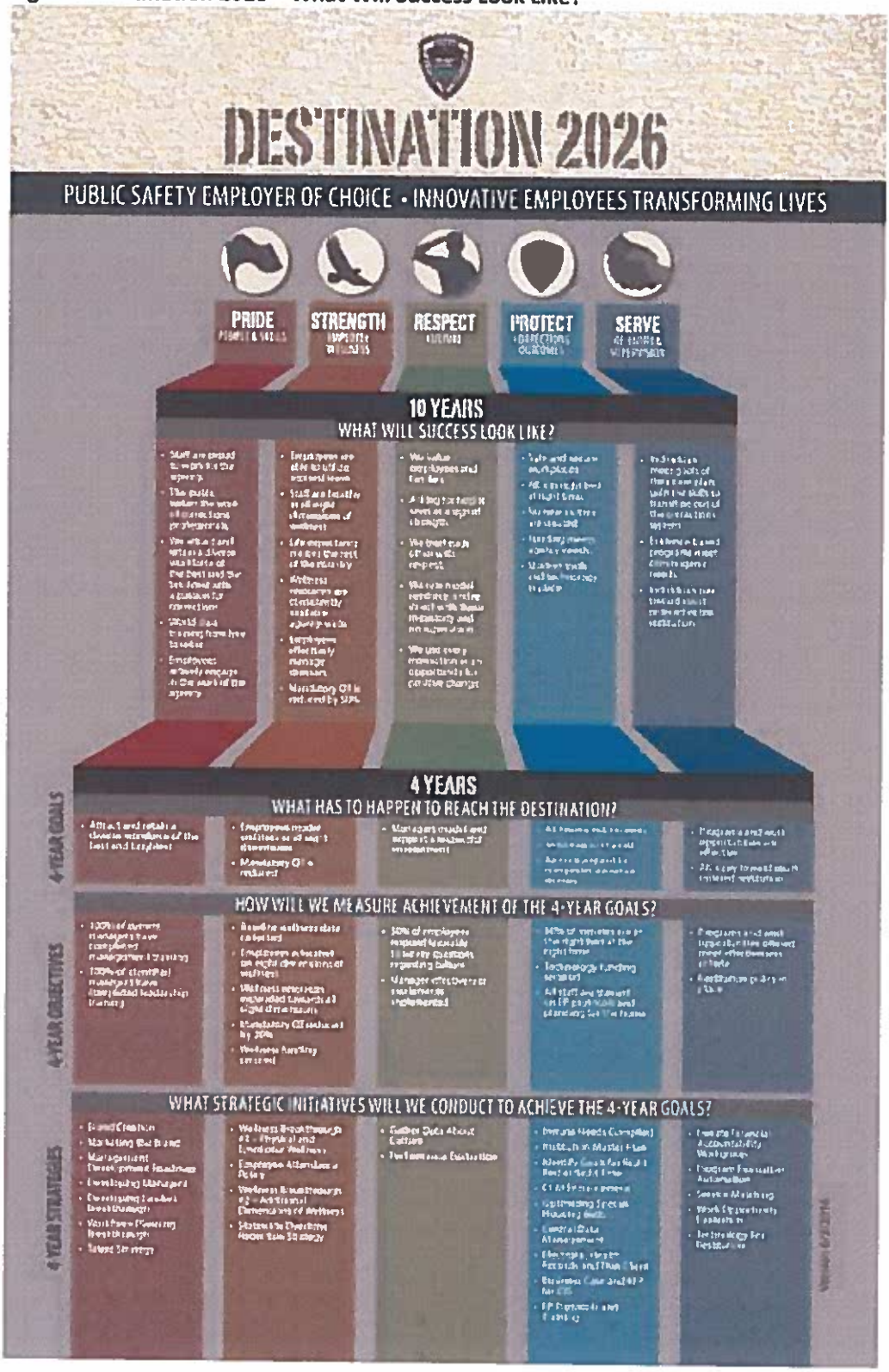
Appendix B: Destination 2026

Figure 2 Destination 2026 – Building Our Future to Serve the Public



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Figure 3 Destination 2026 – What Will Success Look Like?



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Business Case for
POP 110C
Capital Renewal and Deferred Maintenance - Radio

1116

Oregon Department of Corrections
Administrative Services Division
Facilities Services

Date: August 17, 2018
Version: V2.0
Authors: Marlene Taylor, Christine Coleman

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	POP 110C Capital Renewal and Deferred Maintenance – Radio V2.0		
AGENCY	ODOC	DATE	August 17, 2018
DIVISION	Administrative Services/Facilities	DAS CONTROL #	
AGENCY CONTACT	Christine Coleman	PHONE NUMBER	971-301-0973

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Collette Peters, Director	(Date)
For BRIAN BELLEQUE	
Signature Brian Belleque, Deputy Director	8-24-2018
Agency Executive Sponsor	
Jim Paul, Administrative Services, Assistant Director	(Date)
Signature	8/24/18
Agency Chief Information Officer (CIO) or Agency Technology Manager	
For David Alamein, IT Services, CIO	(Date)
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(Name)	(Date)
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Executive Summary

The Department of Corrections (DOC) operates and maintains agency owned wireless communications systems at 14 institutions and facilities. Currently DOC needs to replace radio systems at 10 locations. These systems were originally identified by legislature to be part of the State of Oregon Communications System addressed in the State Radio Project. However, due to a funding shortfall, DOC did not receive funding and was not able to upgrade the radio systems.

The systems installed at the ten identified locations; Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM), Santiam Correctional Institution (SCI), Columbia River Correctional Institution (CRCI), Eastern Oregon Correctional Institution (EOCI), Two Rivers Correctional Institution (TRCI) and Powder River Correctional Facility (PRCF), have been in operation for fifteen years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition.

These radio systems are critical for the safety and security of the staff, contractors, visitors, adults in custody and others that come into the institutions. Radios are the primary form of communication in the institutions. There are numerous agencies that DOC interacts with on a daily basis. These agencies include, but are not limited to Oregon State Police, Parole and Probation, Community Corrections, Department of Human Services, Department of Motor Vehicles, City and County municipalities among others. Without a functioning communications system the safety of these partners will be compromised.

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While DOC did not receive funding as part of the State Wide Radio Project, and does not require the interoperability with other Public Safety entities, DOC still has a current and legitimate need for an upgrade.

The mission of the ODOC is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. Radio communications is essential to maintaining public safety and keeping the adults in custody under DOC supervision.

While the radio systems are currently operational, they are past end of life and have a high rate of failure. As components of the system fail DOC can no longer get replacement parts. DOC has already began seeing failures in which components from one system had to be removed and then installed in another to keep the systems operational. If DOC is unable to upgrade these systems to a current, approved, operating system, it is only a matter of time before individual components and eventually complete systems fail. If any one of these systems fail it would become an emergency and there is a high likelihood of injury and or death to staff, visitors and adults in custody due to the lack of communication.

The cost of upgrading these systems is $15,022,313. The attached table identifies the cost at geographic locations.

LOCATION	DESIGN AND INSTALLATION COST
Two Rivers Correctional Institution	**$2,185,700**

Eastern Oregon Correctional Institution	**$1,965,475**
Oregon State Correctional Institution and Central Distribution Center	**$2,922,190**
Oregon State Penitentiary and Mill Creek Correctional Facility	**$3,214,290**
Santiam Correctional Institution and Oregon State Penitentiary Minimum	**$2,103,360**
Columbia River Correctional Institution	**$803,605**
Powder River Correctional Facility	**$803,605**
TOTAL	**$13,998,225**

Not funding the replacement of obsolete wireless communications systems at the 10 locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, AIC and the public.

DOC is requesting $13,998,225 to upgrade 10 of the radio systems at different locations around the state. DOC is also requesting $1,024,088 for one limited duration CSA 4 that will manage the Radio Upgrade Project from inception to completion, which is anticipated to run 3 biennia.

Total Equipment cost $13,998,225
Total Personnel cost $1,024,088
Package total $15,022,313

Purpose and Background

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DOC operates and maintains an agency owned wireless communications system at each institution and facility. Each system operates independently at each location. The systems are not interoperable. Currently we need to replace radio systems at 10 of these locations. These systems were originally identified by legislature to be part of the State of Oregon Communications System addressed in the State Radio Project. However, due to a funding shortfall, DOC did not receive funding and was not able to upgrade the radio systems.

The systems installed at the ten identified locations, Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM), Santiam Correctional Institution (SCI), Columbia River Correctional Institution (CRCI), Eastern Oregon Correctional Institution (EOCI), Two Rivers Correctional Institution (TRCI) and Powder River Correctional Facility (PRCF), have been in operation for fifteen years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition. The current systems vary in design and capabilities. The primary differences in capabilities are due to age and original installation dates.

The most critical replacement need is the radio system at TRCI. This system has been in continuous operation since TRCI opened. TRCI also is currently using the same portable radios since its opening. This radio system and the portable radios were manufacture discontinued approximately 10 years ago. DOC is out of spare parts and our ability to keep this system operational is diminishing each day. All this equipment is 18 years old and well past its replacement life-cycle.

The second most critical replacement need is all of the institutions and facilities within the Salem area. These systems were last updated 16-17 years ago and very little has been done with these systems to extend their useful life span. There are approximately 1,200 portable radios in service daily with most of them being 16-17 years old and Motorola has discontinued all support. All of the dispatch consoles have also been manufacture discontinued. Most of these systems provide less than optimum functionality for their respective institution/facility and are not capable of expansion. With limited or no factory support, these systems are in jeopardy of unrecoverable failures.

The third replacement need is to upgrade CRCI and PRCF. These two systems and their respective portable radios are again 16-17 years old. Motorola has discontinued all support for the consoles and portable radios in these two systems. Neither of these systems are capable of expansion to meet future needs.

These radio systems are critical for the safety and security of the staff, contractors, visitors, adults in custody and others that come into the institutions. Radios are the primary form of communication in the institutions. There are numerous agencies that DOC interacts with on a daily basis. These agencies include, but are not limited to Oregon State Police, Parole and Probation, Community Corrections, Department of Human Services, Department of Motor Vehicles, City and County municipalities among others. Without a functioning communications system the safety of these partners could be compromised.

While the radio systems are currently operational, they are past end of life and have a high rate of failure. As components of the system fail we can no longer get replacement parts. DOC has already began seeing failures in which we had to take components from one system and install in another to keep the systems operational. If DOC is unable to upgrade these systems to a current, approved, operating system it is only a matter of time before each individual system fails. If any one of these systems fail it would become an emergency and there is a high likely hood of injury and or death to staff, visitors and adults in custody due to the lack of communication.

1121

While DOC did not receive funding as part of the State Wide Radio Project, and does not require the interoperability with other Public Safety entities, DOC still has a current and legitimate need for an upgrade.

Problem or Opportunity Definition

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. Radio communications is essential to maintaining public safety and keeping the adults in custody under DOC supervision.

DOC has an immediate need to upgrade radio systems at 10 locations. The systems installed at the ten identified locations; Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM), Santiam Correctional Institution (SCI), Columbia River Correctional Institution (CRCI), Eastern Oregon Correctional Institution (EOCI), Two Rivers Correctional Institution (TRCI) and Powder River Correctional Facility (PRCF), have been in operation for fifteen years or

more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition.

Safe and Secure Workplaces is part of DOC's Destination 2026. The expansion of DOC's radio communication network is in support of Protecting Corrections Outcomes.

Operating Process 1: Managing Safe Prisons is one of DOC's Correctional Outcomes through Research and Engagement (CORE) measures.

The expansion of DOC's radio communication network is in support of Destination 2026 and DOC's Core Measures.

Alternatives Analysis

Alternatives Identification

The radio systems installed at the ten identified locations; Central Distribution Center (CDC), Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Oregon State Penitentiary Minimum (OSPM), Santiam Correctional Institution (SCI), Columbia River Correctional Institution (CRCI), Eastern Oregon Correctional Institution (EOCI), Two Rivers Correctional Institution (TRCI) and Powder River Correctional Facility (PRCF), have been in operation for fifteen years or more. The equipment manufacturer has discontinued both repair programs for components of these systems and parts support resulting in an inability to maintain the equipment in a reliable operating condition.

1122

These radio systems are critical for the safety and security of the staff, contractors, visitors, adults in custody and others that come into the institutions. Radios are the primary form of communication in the institutions. There are numerous agencies that DOC interacts with on a daily basis. These agencies include, but are not limited to Oregon State Police, Parole and Probation, Community Corrections, Department of Human Services, Department of Motor Vehicles, City and County municipalities among others. Without a functioning communications system the safety of these partners will be compromised.

Alternative 1:
Status Quo. If DOC fails to upgrade the radio systems at the 10 identified locations, DOC runs the risk of:

- As components of the system fail, replacement parts are no longer available, eventually leading to complete failure of individual Institution radio systems.
- There is no frequency channels available for expansion of the current radio system in the Salem area, along with CRCI and EOCI.
    - DOC is currently looking at options to reopen OSPM in Salem. In the event this happens, there are no radio channels available.
    - EOCI currently has more radio voice traffic then channels available, causing radio traffic delays. Any additional staffing will compound these issues.

- Failure of a radio system at an Institution will eliminate internal communication between staff resulting in a DOC emergency.
    - Potential for escalated assaults on both staff and AIC's.
    - Potential for group disturbance.
    - Potential loss of property.
    - Not able to complete AIC counts and confirm custody status.
    - Not able to perform regular scheduled programming and operations.
    - Escape risk.
    - Potential for loss of life.

Alternative 2:
Lease radio equipment from Vendor. Leasing radio equipment is a new concept for DOC. The lease pricing is dependent on the negotiated contract terms. With this being said it is not possible to come up with an accurate lease price until the terms have been determined. A business case study would need to be done.

- State of Oregon has a current price agreement with Harris Corporation allowing us to purchase radio systems and components at a discount rate. Harris does not currently have a lease option.
- The price of the lease will vary depending the length and terms of the lease. The typical lease of this magnitude would be for a term of 10-15 years. DOC would ultimately being paying for the cost of equipment in addition to the terms of the service contract that would be spread over the course of the lease period.

*DOC will continue to research and investigate the leasing option.

Alternative 3:
Upgrade DOC radio systems to VHF or UHF. There is limited spectrum availability for VHF and UHF as the spectrum channels have already been licensed by other public safety agencies and with few exceptions there are none available for use by DOC. The agency who files a license application first with the FCC generally has exclusive use of that radio channel(s) in that geographic area. Counties, cities and state (OSP & ODOT) have already licensed the available channels. There are few or no channels available.

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Alternative 4:
Purchase and upgrade DOC radio systems to the P25 800 MHz trunking radio system.

- P25 trunking technology and other trunking technologies are not cost effective for prison operations with inmate populations of 1,500 or fewer. CRCI and PRCF are the only Institutions with populations fewer than 1,500. As noted in Alternative 1, there is no frequency channels available for expansion of the current radio system at CRCI and there are already delays and lag time in radio transmissions.
- PRCF would be the only Institution that could benefit by remaining on the 450 MHz conventional system.
- DOC has two additional Correctional Institutions in Junction City and White City that are scheduled to come online at future dates. There will likely be a shortage of radio channels available on this old systems as these Institutions come online.
- There is currently more radio voice traffic then there are radio resources at the Salem area Institutions, CCCF, TRCI, EOCI and SRCI. With trunking technology, fewer radio channels are needed because system users share the licensed radio channels. Trunking options are a more

efficient means of best utilizing the limited number of available radio channels. The latest versions of P25 phase 2 radio systems are able to incorporate two voice channels within each radio channel so that a 5 channel trunked radio system can accommodate up to 8 voice channels at the same time.

- The current ODOT/OSP radio system was not designed for radio signal penetration into buildings but rather was designed for 40W mobile radios in vehicles. There is a technical difference from a 40W mobile and a 4W portable radio. In order for DOC to utilize these systems, additional modifications would be needed by ODOT/OSP to meet DOC requirements.
- ODOC is seeking to standardize its radio communications systems to a non-proprietary P25 platform which will provide the necessary operational signaling and dispatch consoles. Standardization means smaller repair parts inventory, single system training costs, better equipment familiarization for operator and technical staff.

The cost associated with upgrading the DOC radio systems at the 10 identified locations is $15,022,313. $1,024,088 is for project management oversite while the system is being installed.

LOCATION	PROJECT MANAGER	ENGINEERING COSTS	ANCILLARY PROJECT COSTS	WORK CREW UNITS	5% CONTINGENCY	NEW EQUIPMENT SHELTER	NEW TOWER	DC PWER SYSTEM & BATTERIES	P25 SYS COST	TERMINAL COST	TOTAL COST
TRCI	$46,800	$78,000	$68,250	$30,000	$91,000	$0	$0	$95,000	$846,500	$930,150	$2,185,700
PRCI	$18,000	$30,000	$26,250	$60,000	$35,000	$0	$15,000	$45,000	$440,000	$134,355	$803,605
OSP/MCCF	$90,000	$150,000	$131,250	$125,000	$175,000	$160,000	$150,000	$105,000	$846,500	$1,281,540	$3,214,290
OSCI/CDC	$82,800	$138,000	$120,750	$115,000	$161,000	$320,000	$165,000	$105,000	$846,500	$868,140	$2,922,190
SCI/OSPM	$61,200	$102,000	$89,250	$85,000	$119,000	$160,000	$60,000	$105,000	$846,500	$475,410	$2,103,360
CRCI	$18,000	$30,000	$26,250	$60,000	$35,000	$0	$15,000	$45,000	$440,000	$134,355	$803,605
EOCI	$43,200	$72,000	$63,000	$25,000	$84,000	$0	$0	$95,000	$846,500	$736,775	$1,965,475

ANCILLARY PROJECT	$525,000
PROJECT MGR	$360,000
DESIGN/ENGINEERING	$600,000
WORK CREW UNITS	$500,000
5% CONTINGENCY	$700,000
	$2,685,000

TOWER NOTES: ADD 20 FEET TO PRCF TOWER, CRCI TOWER RE-WORK

EOCI PORTABLE RADIO ADDITIONAL COST: EOCI REQUIRES MAN DOWN OPTION IN RADIOS.

ANCILLARY PROJECT COSTS ARE PRIMARILY ALLOWANCES FOR UNFORSEEN COSTS FOR ELECTRICAL POWER AND VOICE & DATA CONNECTIONS TO INSTITUTIONS.

TOTAL POP	$13,998,225

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Conclusions and Recommendations

ODOC operates 14 individual radio systems, 10 of these systems are at end of life, and beginning to fail. ODOC has a need to replace these antiquated systems with modern systems that meet P25 wireless communications systems. Not funding the replacement of obsolete wireless communications systems at the ten locations creates a significant risk of system failure. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, Adults in Custody and the public.

Complete Case Checklist

Checklist for the Completed Case

- ☐ Has the case clearly defined what the case is about, the purpose for the proposed solution, what business problems the proposed solution attempts to solve, and the scope of the proposal?
- ☐ Has the cash flow, the flow expenditures, and the intake of financial benefits been presented over a common time period for the case, for each alternative action considered (including the "status quo"/current state alternative).
- ☐ Are the assumptions and methods for assessing the proposal's impacts clearly defined, understandable, and acceptable? Do not forget risk impacts!
- ☐ Does the business case include the non-financial costs and benefits?
- ☐ Are the factors critical to the success of the proposal clearly defined?
- ☐ Are there critical success factors that can be managed? Is there a risk analysis that identifies and measures the relevant risks to the proposal?
- ☐ Are recommendations and conclusions based on a clear comparison of alternatives in terms of contributions to business objectives, problems solved, financial outcomes, and risks?
- ☐ Does the case clearly identify the estimated timeframes, costs, and implementation strategy required to successfully deliver the recommended solution?
- ☐ Does the case clearly express to consequences of failure to act on the recommended alternative?

Appendixes and References

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Business Case for
POP 110D
Capital Renewal & Deferred Maintenance - Camera

1126

Oregon Department of Corrections
Administrative Services Division
Facilities Services

Date: August 16, 2018
Version: V2.0
Authors: Marlene Taylor, Christine Coleman

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Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	POP 110D Capital Renewal and Deferred Maintenance – Camera V2.0		
AGENCY	ODOC	DATE	August 16, 2018
DIVISION	Administrative Services/Facilities	DAS CONTROL #	
AGENCY CONTACT	Christine Coleman	PHONE NUMBER	971-301-0973

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	
Collette Peters, Director	(Date)
Signature: Brian Belleque, Deputy Director	8-24-2018
Agency Executive Sponsor	
Jim Paul, Administrative Services, Assistant Director	(Date)
Signature	8/24/18
Agency Chief Information Officer (CIO) or Agency Technology Manager	
David Alameth, IT Services, CIO	(Date)
Signature: for Roy Brown	8/17/18
State Data Center Representative, if required by the State CIO	
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Signature	

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DAS CIO Analyst	
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Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

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. Camera systems are a critical component to maintaining public safety by holding offenders accountable for their behaviors while incarcerated. They allow staff to safely monitor multiple areas and rapidly respond to fights, assaults, and other criminal activities inside of the institutions in a timely manner preventing additional loss of property, injury or even death.

The Department is tasked with the custody and care of over 14,000 Adults in Custody (AIC). Many of these AIC's are predatory offenders, have a history of violence, have mental health issues, and/or are younger/older vulnerable AIC's. Cameras are a necessary tool to help manage and keep the staff, visitors, contractors and AIC population safe. Because of this diverse population, there is a growing need for cameras in additional locations. Since video footage is key in holding AIC's accountable for violent and assaultive behaviors, increased storage capabilities at these Institutions is also necessary. The outcome of a more robust camera system that uses modern technology including the ability to store more information is essential, to protect vulnerable and mentally challenged AIC's and the staff that supervise them, and to be able to readily identify medical emergencies in remote locations.

The Department of Corrections (DOC) operates and maintains agency owned camera systems at 14 institutions and facilities. These systems have had sporadic updates through the years based on the limited availability of funding. While some systems are more current than others, nearly all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities made possible by more modern equipment, and additional camera locations.

The ten institutions that need camera system upgrades are at the following sites; Mill Creek Correctional Facility (MCCF), Oregon State Correctional Institution (OSCI), Oregon State Penitentiary (OSP), Santiam Correctional Institution (SCI), Shutter Creek Correctional Institution (SCCI), Deer Ridge Correctional Institution (DRCI), Central Distribution Center (CDC), Coffee Creek Correctional Institution (CCCF), Snake River Correctional Institution (SRCI), and South Fork Forrest Camp (SFFC).

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While the camera systems are currently operational, there is an immediate need to add additional camera locations for the safety and security of the individuals who either reside at or visit these sites. The addition of camera locations requires upgrades and improvements to the current operating systems. DOC is requesting $8,633,805.00 to expand and upgrade systems at 10 locations.

If DOC receives the requested funding, additional cameras will be added at strategic locations that have a history of criminal activity and can't be directly supervised by staff due to minimal staffing levels driven by budget shortfalls. Drug possession and distribution, gambling, assault, extortion, gang activities, arson, sexual activity and assault, and escape are examples of some types of criminal activity that takes place in these unsupervised areas. With the necessary camera systems, staff will be able to monitor and supervise areas that would otherwise go unobserved. With this additional monitoring also comes an opportunity for staff to respond to and stop these types of activities, which prevents additional victimization of vulnerable AICs and/or assaults on staff. In addition to a better chance at prevention, staff will have the ability to review footage if a crime has been committed and hold the AIC's accountable for their actions through a formal administrative review or criminal process, depending on severity of the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

If DOC does not receive the requested funding and doesn't have the ability to upgrade these systems, there will continue to be unknown or unreported assaults and victimization in areas that have been identified as "high risk" for criminal activities. There will continue to be a delay in response time by

DOC staff which means additional injuries could have been mitigated had staff been made aware. The Department will also have a greater risk for liability for crimes that happen in known areas when they failed to act. Without the necessary video footage DOC, will have a reduced ability to monitor and hold inmates accountable for their actions.

DOC has an immediate need to expand and upgrade camera systems at 10 locations across the state. This includes Institutions and DOC owned Facilities. Camera systems at these sites are vital to the safety and security of DOC employees, contractors, AIC's, business partners and visitors. Additionally, many of these systems are already out of warranty and the support of the manufacturer for parts and repair. Failure of the communication systems due to an inability to maintain or repair systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, Adults in Custody and the public. DOC is requesting $8,633,804 to upgrade and add additional cameras at 10 locations.

Safe and Secure Workplaces is part of DOC's Destination 2026. The expansion and upgrade of DOC's camera systems is in support of Protecting Corrections Outcomes.

Operating Process 1: Managing Safe Prisons is one of DOC's Correctional Outcomes through Research and Engagement (CORE) measures.

The expansion and upgrade of DOC's camera systems is in support of Destination 2026 and DOC's Core Measures.

Purpose and Background

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The Department is tasked with the custody and care of over 14,000 Adults in Custody (AIC). Many of these AIC's are predatory offenders, have a history of violence, have mental health issues, and/or are younger/older vulnerable AIC's. Because of this diverse population, there is a growing need to monitor and manage AIC activity. Security staff are a first choice to perform this function, but budget concerns in previous biennia have curtailed the DOC's ability to add staff. The agency has used various forms of technology to help fill in this need. Camera and recording systems have been a key components of this technology for several years. Camera systems allow DOC to view and monitor activities in real time in the absence of onsite security staff and have the added advantage of producing recorded footage for review and evidence for Administrative and State Police investigations.

The Department of Corrections (DOC) therefore operates and maintains agency owned camera systems at all 14 institutions and facilities. These systems have had sporadic updates through the years at different times based on the limited availability of funding. While some systems are more current than others, all of the systems require some degree of updating to include additional storage capacity, enhanced viewing capabilities, and additional camera locations.

DOC is requesting funding to install an additional 1,322 cameras and to update camera systems for better storage and viewing capabilities.

Problem or Opportunity Definition

Camera systems are a necessary tool to help manage and keep staff, visitors, contractors and the AIC population safe. DOC has camera systems at 14 Institutions statewide. Camera systems at 10 of these locations are past their useful life and require upgrades. The 10 locations that need camera system upgrades are at the following sites:

#	Facility	# of Camera units
1	Mill Creek Correctional Facility (MCCF)	37
2	Oregon State Correctional Institution (OSCI)	43
3	Oregon State Penitentiary (OSP)	270
4	Santiam Correctional Institution (SCI)	15
5	Shutter Creek Correctional Institution (SCCI)	166
6	Deer Ridge Correctional Institution (DRCI)	24
7	Central Distribution Center (CDC)	60
8	Coffee Creek Correctional Institution (CCCF)	393
9	Snake River Correctional Institution (SRCI)	270
10	South Fork Forrest Camp (SFFC)	72

All of the 10 identified Institutions have the following universal issues and concerns.

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- **Insufficient camera coverage:**
  There is insufficient camera coverage at all 10 locations DOC is requesting cameras for. Due to current staffing levels, DOC relies heavily on the camera systems to enhance monitoring of the institutions. DOC has identified key areas that would benefit with the additional cameras.

- **DOC's aging analog cameras don't have the picture quality to identify people and incidences:**
  The 10 identified Institutions are all equipped with outdated analog technology. Analog camera systems don't have the quality that newer technology digital cameras have. When an incident happens at times, the picture quality is poor. DOC is not always able to determine if there was a crime, rule violation, who might be involved, if there is a victim, medical emergency, staff assault or other issue.

- **Slow picture streaming:**
  With the older analog camera systems, the streaming of video can lag and at times break up so that there are breaks in the video when staff try to bring up the different camera views. This creates a time lag and staff can miss important safety issues if they don't catch the incident in real time. This can also create anxiety in staff if they can't properly monitor the different areas or feel like they are not being monitored in a safe and secure manner.

- **Limited or no backup features:**
  There is limited or no backup features. If a system goes down, there is no backup to restore and view past camera footage. This can create issues when an investigation is needed or to confirm allegations.

- **Limited storage features:**
  The 10 identified locations have limited storage features. They are only allowing a few days to a few weeks storage and if an investigation is called on, the system might already have written over the top of previous camera footage. Many times victims are reluctant to come forward right away and this is the only way DOC can verify they have been victimized. With limited storage, DOC can only record at a low resolution rate in order to save on space. This makes for poor picture quality and difficult viewing.

- **Old cabling:**
  The old analog systems use a variety of outdated cable for the cameras. Depending on when the original systems were installed they are using RG 59 coax, 18-2, cat 3-5. These older cable systems have to use connectors such as BNC which can become loose and in turn lose connectivity with the cameras. The wide variety of cable and connectors makes it difficult for troubleshooting and consistency.

- **Limited bandwidth for streaming video:**
  With the current system, there is limited bandwidth due to the cable type, switches and circuits in place. This creates lags on recording of video or loss of viewing capability.

- **Outdated recording software:**
  There is a variety of software at the 10 different locations used for recording cameras. Some of the recording software was developed for manufacturing and power plants and modified to work in a correctional environment. The software has its limitations and requires a lot of programming from contractors to make it work. The lack of consistency of a standardized software makes it difficult for cross training of staff moving to different locations.

- **Limited network capabilities:**
  The camera systems run on outdated network equipment which doesn't give the ability to segregate the network and can create broadcast storms which can cause dropped packets and in turn lose video. The older network switches run at a slower rate of speed and can make the video lag.

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Alternatives Analysis

Alternatives Identification

Alternative 1:
Status Quo. DOC systems at this time are a mixture of obsolete analog systems with limited recording ability. These systems are no longer supported and staff are having to buy used parts to make the current systems run. Many of the cameras don't have clear images because of distance and quality of the camera lens. When it comes to looking at a prior incident, it is hard to determine who was involved and what exactly happened.

If DOC fails to upgrade the camera/recording systems DOC runs the following risks.

- Camera systems fall below industry standard
- DOC will not be able to find new/used parts
- Currently there are no system warranties or manufacturing support
- Individual cameras and/or entire camera systems will fail

- DOC will be left with unmonitored/unsupervised areas result in either:
  - Hire additional Staff to supervise areas previously monitored via camera
    ~Cost associated with overtime will vary drastically depending on the institution and location of the camera failure

Institution	Minimal Camera failure (5 or less)	Significant Camera Failure (More than 5)
CCCF	1	2
CRCI	0	1
DRCI	1	2
MCCF	0	1
OSCI	1	2
OSP	1	2
SCCI	0	1
SCI	0	1
SFFC	0	1
SRCI	2	3
Total Staff	6	16
Daily OT	$2,699.04	$7,197.44

*Step 4 Correctional Officer with 8 hours of overtime at $449.84 per day

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  - Fail to supervise areas with staff or cameras
    - Leaves DOC and the State open to liability
    - Additional unknown or unreported assaults and victimization
    - No ability to review and hold AIC's accountable
    - Delay in emergency response time

Alternative 2:
DOC has done preliminary research on leasing camera, storage and network equipment. DOC found that we would have a monthly or yearly expense. DOC would have to pay for insurance for the leased equipment, licensing fees, and maintenance fees, upgrade fees and early contract termination fees along with other fees. Leasing equipment is almost always more expensive than purchasing it outright. For example, a $2,000 camera would cost a total of $3,760 if leased for three years. We also re-use and re-purpose the cameras as often as we can. End of life leased equipment gets returned to the vendor. Depending on the lease terms, you may have to make payments for the entire lease period, even if you no longer need the equipment, which can happen if your business needs change.

Taking out a lease involves at a lot of paperwork and employee time. Additionally lease terms have an end of life. At the end of the term, DOC would be required to go through the bid process again. As an example DOC is currently transitioning from a Xerox Copier lease to a Ricoh Copier lease. DOC had to extend the Xerox lease an entire year to work through the transfer of equipment. This transition has involved staffing from DOC, DAS and DOJ. DOC is going to end up paying Xerox for the transition time in addition to Ricoh for up to one year.

*DOC has not had sufficient time to fully investigate this option. DOC will continue to research the cost associated with leasing. While the overall cost with leasing is more than purchasing equipment, there

may be cost savings associated with leasing due to contractor install and maintenance/replacement of equipment.

Alternative 3:
DOC requests and receives funding to upgrade camera systems and add additional cameras at the 10 identified locations. If DOC receives requested funding for upgrading the camera systems at MCCF, OSCI, OSP, SCI, SCCI, DRCI, CDC, CCCF, SRCI and SFFC, additional cameras will be added at strategic locations that have a history of criminal activities by AIC's and can't be directly supervised by staff due to minimal staffing levels because of the budget shortfalls. Staff will now be able to monitor and supervise areas that would otherwise go unseen. With this additional monitoring also comes a quicker response time to respond to and stop the type of activities which will prevent additional victimization of vulnerable AICs and/or assaults on staff. With the upgrades to the camera systems, staff will have the ability to review footage after a crime has been committed and hold the AIC's accountable for their actions through a formal administrative review process or a criminal process depending on the crime. The upgraded systems will have additional capacity which will allow video footage to be reviewed and stored for longer time periods.

If DOC does not receive the requested funding and doesn't have the ability to upgrade these systems, there will continue to be unknown or unreported assaults and victimization in areas that have been identified as "high risk" for criminal activities. There will continue to be a delay in response time which means additional injuries that could have been mitigated had staff been made aware. The Department may also carry liability for crimes that happen in these known areas and failed to act. Without the video footage DOC will not have the ability monitor and hold inmates accountable for their actions.

The cost associated with adding additional cameras is $8,633,304 for all 10 institutions. This cost includes cameras, switches, cable, infrastructure, and contractor installation.

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Institutions	PTZ	FIXED	Future	Core Switches	24 Port POE+ Switch	48 Por tPOE+ Switch	Total Cost of Equipment, Cable, Infrastructure	Contractor Installation	Total
SCI	0	15	0	2	2	2	$105,000	$42,000	
SCCI	13	153	0	2	6	3	$386,265	$154,506	
SFFC	12	60	0	2	6	3	$201,996	$80,798	
OSCI	0	30	13	2	8	4	$150,000	$60,000	
MCCF	0	22	15	2	3	2	$95,000	$38,000	
DRCI	1	23	0	2	8	5	$125,000	$50,000	
CCCF	83	310	0	2	8	6	$400,854	$160,341	
CDC	0	60	0	2	6	6	$150,000	$60,000	
SRCI	0	270	0	2	12	9	$1,875,000	$1,382,022	
OSP	0	270	0	2	15	10	$1,775,000	$1,342,021	
							$5,264,115	$3,369,689	$8,633,804

*DOC has a total of 18 Electronic Security Specialists that maintain the following at DOC Institutions:

- Camera systems
- Door controls
- PLC's (Programmable Logic Controllers)
- Fence alarms

- Fire detection systems
- Computer and Servers
- Infrastructure installation (cable and fiber)
- Card readers

*Normal operation and maintenance of these new camera systems will continue to be performed by these budgeted positions.

*DOC historically pays an average of $420,000 per biennium for contractor software license and maintenance. The new camera systems that will be installed will transition to Ci-Tech software at the majority of the Institutions. This software has lowered service costs due to staff training and ease of programming. The expectation is that as new systems are brought online, the cost with decrease to $200,000 a biennium.

*DOC has historically spent $100,000 per biennium on contracted labor for programming the systems and troubleshooting issues. It is anticipated this cost will remain the same.

Conclusions and Recommendations

DOC has a need to expand and upgrade camera systems at 10 locations across the state. This includes Institutions and DOC owned Facilities. Camera systems at these sites are vital to the safety and security of DOC employees, contractors, AIC's, business partners and visitors. There is an immediate need to add additional cameras and recording capabilities at these sites for staff and AIC's safety. Additionally many of these systems are already out of warranty and manufacture support. Failure of the communication systems would result in substantial impacts to our ability to maintain life, health, and safety of DOC staff, Adults in Custody and the public.

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DOC is requesting $8,633,800 to expand and upgrade systems at 10 locations.

Complete Case Checklist

Checklist for the Completed Case

- ☐ Has the case clearly defined what the case is about, the purpose for the proposed solution, what business problems the proposed solution attempts to solve, and the scope of the proposal?
- ☐ Has the cash flow, the flow expenditures, and the intake of financial benefits been presented over a common time period for the case, for each alternative action considered (including the "status quo"/current state alternative).
- ☐ Are the assumptions and methods for assessing the proposal's impacts clearly defined, understandable, and acceptable? Do not forget risk impacts!
- ☐ Does the business case include the non-financial costs and benefits?
- ☐ Are the factors critical to the success of the proposal clearly defined?
- ☐ Are there critical success factors that can be managed? Is there a risk analysis that identifies and measures the relevant risks to the proposal?
- ☐ Are recommendations and conclusions based on a clear comparison of alternatives in terms of contributions to business objectives, problems solved, financial outcomes, and risks?
- ☐ Does the case clearly identify the estimated timeframes, costs, and implementation strategy required to successfully deliver the recommended solution?

☐ Does the case clearly express to consequences of failure to act on the recommended alternative?

Appendixes and References

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High Level Business Case
for
Joint DAS-ODOC
Inmate Communication System (ICS)
RFP / Contract Re-compete

1138

Oregon Department of Corrections (DOC), Administrative Services Division,

Date: June 29, 2018
Version: 1.0

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	High Level Business Case for: Inmate Communication System (ICS) RFP - Vrs. 1.0		
AGENCY	Oregon Department of Corrections (DOC)	DATE	**June 29, 2018**
DIVISION	Administrative Services	DAS CONTROL #	TBD
AGENCY CONTACT	C. Kliewer, ODOC ICS-PMO Administrator	PHONE NUMBER	(503) 945-9029

The person signing this section is attesting to reviewing and approving the business case as proposed.

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Brian Belleque, DOC Deputy Director (or Designee)	June 29, 2018
Signature Brian Belleque	
Agency Executive Sponsor	
Jim Paul, DOC Administrative Services Assistant Director (& Sponsor)	June 29, 2018
Signature	6/29/18
Agency Chief Information Officer (CIO) or Agency Technology Manager	
David Alamein, Oregon Department of Corrections, CIO (or Designee)	(Date)
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(Name)	(Date)
Signature	

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DAS CIO Analyst	
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Signature	
State CIO	
(Name)	(Date)
Signature	

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Oregon Department of Corrections
Inmate Communication System (ICS)
High Level Business Case

PROJECT BACKGROUND

The goal of this ICS Procurement Project is to execute a successful procurement of an Inmate Communication System in a timely manner to ensure ODOC's inmate communication requirements are supported and uninterrupted.

The Oregon Department of Corrections (ODOC) is responsible for fully managing those adults remanded to the state for correctional and custodial care extending beyond a period of one (1) year. The ODOC mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. A critical component to the ODOC's ability to achieve its mission is directly related to the ability, the frequency, and the quality of communications between the Adult in Custody (AIC) with their Family and Friends (F&F). ODOC fulfills its mission to connect AIC with their F&F thru the Inmate Communication System (ICS). The ICS serves 14 facilities and 14,500+ AIC across the state of Oregon and includes: electronic messaging, video phone calls, music services, entertainment, education and telephony service.

ICS is currently supported, managed and owned by a third-party vendor whose contract is set to expire on July 1, 2020. The services provided by the ICS are complex and critical to the functioning of ODOC correctional facilities and their populations. A disruption of provided services is exceptionally undesirable and is considered to raise very serious security risk potentials towards both staff and AIC members, which would be counter-productive towards the departmental goals and desires.

While ODOC has an active contract with a service provider, the current contract age and other factors have caused the state to move forward with a solicitation for replacement of this contract. Other factors for this solicitation also include re-defining the financial model and revenue share between ODOC and the future ICS vendor as well as including new AIC and staff functionalities

Due to the size and nature of this effort, the ICS project will require Oregon Stage Gate authorizations from the Office of the State Chief Information Officer (OSCIO) to proceed with the Request for Proposals (RFP) release. In the preliminary steps towards generating a solicitation for the replacement of the ICS, the State determined that it will need to define the future ICS system requirements as well as a business case to provide justification for the solicitation.

As a part of the ICS Procurement Project, RADHA Consulting shall provide business analysis and project management to ODOC for the development and delivery of an ICS business case, ICS RFP statement of work, ICS requirements and other related project documents identified in the RADHA statement of work, to support ODOC in obtaining OSCIO Office authorizations to release the ICS Project RFP.

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PROJECT CHARTER

The Project Charter's purpose is to provide a statement of the scope, objectives, participants and approach for the ICS Project. It outlines the project objectives, provides a preliminary delineation of roles and responsibilities identifies the categories of stakeholders and defines the authority off the project management function. It serves as a reference of authority for the future of the project. Completion and approval of this document represents an important milestone for project governance.

ICS Project Charter: The ICS project is a partnership between DAS & ODOC to refine, update, and re-compete the current ODOC inmate telephony contract to fully capture enhanced capabilities and prepare for subsequent improvements related to systems and services supporting inmate communications. Specifically, this project will define and develop suitable artifacts needed to support and launch a successful ICS Request for Proposal and progress through selection, award, and transitional implementation in full accordance with applicable state rules, regulations, and policy.

Key Business Drivers

Key business drivers for the ICS Procurement Project include:

1. *Expiration of current contract:* The current ODOC ICS contract has reached end of life and cannot be renewed.
2. *Current contract is out of synch with the services being provided by the vendor.*
3. *Current contract lacks* service level agreements (SLA) including the use of subcontractors.
4. *RFP process support:* Support the RFP process for full and open competition for a new ICS contract.
5. *New financial model for administration of the ICS:* ODOC is adopting a new financial model for administering the ICS to change it from a commission-based model to a staffing model. Complete details on this financial model and revenue share will need to be defined and negotiated with the future ICS vendor.
6. *Reduce overall service costs for ICS users:* ODOC has an opportunity to potentially reduce the overall costs to the inmate population and have the most competitive and fair rates for the prisoners as well as for friends and family. ODOC is targeting to reduce the cost per minute of calls for the AICs and their Friends and Families from 16 cents to 11 cents as per FCC recommendations.
7. *Enhanced features to support automation and reduce timelines and costs:* ODOC can automate manual and paper based processes at the correctional facilities into the future ICS system thereby improving service quality and timeliness of inmate services while reducing administrative costs and timelines.
8. *Improve ODOC's support in the recovery and retraining of inmates for re-introduction into society:* ODOC can improve accessibility for inmate communication to better assist in the recovery and retraining of inmates.
9. *Increased AIC usage*: Support increased AIC usage of communication services including expansion in tablet availability.
10. *Improve investigate and data analytical tools to support and improve Inmate safety.*
    a. Improve investigation tools to provide a 360 view of the AIC profile and their communications across the enterprise.
    b. Improved data analytics to automatically detect security risks for improved analysis and responses.
11. *Transition of Services:* ODOC has the opportunity to transition software and services from various independent networks into the ICS system.
12. *Growing demand for tablets:* The current number of tablets does not meet the growing demand of tablet access and functionality to support the inmate population. The total number of AIC messages has increased from 96,000 in 2013 to 4,370,026 in 2017.
13. *ADA Compliance:* The current environment does not support ADA compliance in communication. ODOC is currently using the PURPLE system for ADA compliant communication, which needs to be consolidated into a single system. Current vendor system uses outside parallel systems to achieve ADA compliance. ADA compliant communication needs to be consolidated into a single system.

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Estimated Schedule

The ICS Procurement project's main goal is to support ODOC in the development and release of the ICS RFP. Below are the major tasks and target dates of this effort including the ODOC RFP stage gate tasks and milestone target dates (highlighted):

ICS PROCUREMENT TASKS	START DATE	END DATE
Task 1: Project Management/Foundational Deliverables	04/12/18	11/30/18
Task 2: Requirements Design and Business Analysis	4/12/18	07/27/18
ESTIMATED STAGE GATE 1	**08/01/18**	**08/30/18**
Task 3: Alternative and Market Analysis	7/20/18	9/20/18
ESTIMATED STAGE GATE 2	**9/20/18**	**10/25/18**
Task 4: Develop Business Case	09/15/18	10/30/18
Task 5: Conclusions and Recommendations	10/30/18	11/09/18
Task 6: Finalized Business Case, PowerPoint Presentation and Updated Documentation	11/01/18	11/09/18
Task 7: Develop Solution Implementation Contractor SOW	10/01/18	10/31/18
RFP PREPARATION	**10/01/18**	**11/29/19**
ESTIMATED RFP RELEASE	**11/30/18**	**11/30/18**
ESTIMATED RFP CLOSE	**01/30/19**	**01/30/19**
PROCESS PROPOSALS	**01/31/19**	**04/20/19**
ESTIMATED STAGE GATE 3	**12/03/19**	**01/30/19**

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ICS PROCUREMENT TASKS	START DATE	END DATE
DOCUMENT AWARD DETERMINATION	04/20/19	05/04/19
AWARD – NOTICE OF INTENT TO AWARD	05/04/19	05/11/19
CONTRACT: NEGOTIATIONS & EXECUTION	04/20/19	06/20/19

Key Timeline Assumptions:

1. The project will not require an independent Quality Assurance service for activities and deliverables done for the RFP development effort.
2. Document reviews will be executed in 3 to 4 days for internal team reviews, 10 days for OSCIO reviews and 3 to 4 days for feedback and updates.
3. The contractor RADHA's scope of work ends with Task 7, the remaining tasks will be completed by ODOC resources or with assistance from RADHA through a contract extension.

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Business Case for
Technology Positions

1144

Oregon Department of Corrections (ODOC), Administrative Services Division, IT Services

Date: August 21, 2018
Version: v2.0
Authors: IT Services Management

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The person signing this section is attesting to reviewing and approving the business case as proposed.

PROPOSAL NAME AND DOCUMENT VERSION #	POP 116 Technology Positions v2.0		
AGENCY	Oregon Department of Corrections	DATE	August 21, 2018
DIVISION	Administrative Services Division	DAS CONTROL #	
AGENCY CONTACT	David Alamein, Oregon Department of Corrections, Chief Information Officer	PHONE NUMBER	(503) 934-1102

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State CIO	
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Executive Summary

Mission and Performance Management

The Oregon Department of Corrections (DOC) operates correctional facilities and performs functions related to legislative approved programs for approximately 14,500 Adults in Custody (AIC), also referred to as inmates and 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."

IT Services (ITS) Introduction

IT Services (ITS) is organized within the Administrative Services Division. The mission of ITS is to provide high-quality information services and systems that support accomplishment of the Department's strategy, goals and objectives. The vision of ITS is to understand its business partners' needs and engage customers in a collaborative effort as technical expertise and solutions are applied to these needs. The intent of ITS is to provide an exemplary level of customer service as these goals are accomplished.

Challenges and Opportunities

Regularly occurring overtime, straight time, and constant on-call to keep the lights-on while meeting agency's operational needs.

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Insufficient staffing level to provide preventative computing maintenance puts the agency at risk for unforeseen failures and service interruptions.

Critical systems often have only one subject matter expert creating agency operational vulnerabilities.

Insufficient staffing staff level puts the agency at risk in providing DOC agency-wide program service delivery and support such as Performance Recognition Award System (PRAS), ITAM – IT Asset Management & Compliancy Program, Case Management Assessment (CMA), Short Term Transitional Leave (STTL), IT Governance Program Oversight, Data Security Program, Scars-Marks-Tatoos (SMarT), Staff Wellness Program, Education and Law Library Programs, Quality Assurance Program, and IT Project Governance & Architecture Services Alignment.

Two independent studies recommended an IT to employee ratio between 3.4%-5%. A four to five percent IT staffing level is common to other public sector organizations. This recent research completed by two independent vendors and subsequently validated with an assessment by DOC's Internal Audits unit, recommended that DOC's IT staffing positions be increased by 103 Full Time Employees (FTE).

In conjunction to this research, DOC's IT Services completed an assessment of critical systems and the resources needed to support such systems. DOC has identified an immediate need for up to 63 positions and permanent funding for reclass of six existing positions which is the combination of POP 116a, 116b, 116c, and 116d:

1. This business case presents POP 116a as the highest priority to make DOC IT Services existing positions fully funded.

2. POP 116b listing the critical positions needed to reduce significant impact and risks to DOC's essential programs.
3. POP 116c is for adding the additional positions needed to align IT with current state enterprise strategies and DOC's Destination 2026.
4. POP 116d requests funding to support the needed annual technical training for the existing IT Services staff.

Staffing Alternatives Considered

This section of the business case provides a summary for each of the options or staffing alternatives available to DOC in pursuit of an improved workforce environment.

Alternative 1: The status quo: No POP 116abc Funding

Alternative 2: POP 116a Component Funding - For existing staff; urgent need

Alternative 3: POP 116a+b Component Funding - New position funding; critical need

Alternative 4: POP 116a+b+c Component Funding – Position Resolution; enterprise alignment

Funding Requests in this Business Case

POP 116 has four (4) components:

A. **Funding for existing staff** that are essential and in line with ODOC's 10 year strategic plan, Destination 2026, which also includes IT Services 4 year strategic plan.

   The resources requested specific to Item A are $1,784,819 General Fund, 13 affected positions, 6.0 FTE.

B. **DOC has identified an immediate need and POP ask of 14.0 FTE positions.** These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency. Position authority and training for additional staff is needed for the immediate critical and increasing demands for essential technology services. Information security cannot be effectively achieved solely by the centralized security team. Unified information security still requires agencies to be responsible for activities that cannot be effectively covered by a centralized enterprise security team. Agencies need to perform information security functions that compliment or nest into Enterprise services and, in some cases, will need to retain certain roles wholly. Without the funding of these necessary roles, DOC is left vulnerable

   The resources requested specific to Item B are $3,596,534 General Fund, 14 position classifications, 14.0 FTE.

C. **Align Department of Corrections IT staffing level to the department's growth for critical technology services.** By increasing the IT positions it will support the required business needs towards Destination 2026. Providing IT resources to ensure DOC technology is transformed and properly positioned to take advantage of enterprise service offerings meeting strategic drivers.

   The resources requested specific to Item C are $10,502,771 General Fund, 43 positions, 43.0 FTE.

D. **DOC also seeks ongoing funding to support the needed annual technical training for the existing IT staff.** Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements. Access to on-going education is a must-have for DOC's IT Services teams to keep pace with the ever-changing IT landscape.

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DOC recommends adding $466,904 ongoing base budget for IT technical training.

Benefits

Adding system integration management services.

Aligning with industry best practices, i.e. ITIL, Agile, CJIS, and NIST.

Increase partnership opportunities with the Office of the State CIO, Enterprise Technology Services and Enterprise Security Office towards statewide enterprise alignment and strategy.

Increasing IT positions will support required business needs, and will reinforce Information Technology as an essential catalyst towards business transformation in line with ODOC's 10 year strategy, Destination 2026.

Conclusions and Recommendations

The recommendation is to approve POP 116 a+b+c+d for 63 FTE added positions, permanent funding to reclass six existing positions, and annual technical training, $16,351,028 General Fund.

The agency needs a sustainable, continuously trained IT Services staffing resolution to transform DOC technology to a more efficient service delivery program supporting DOC's 10 year plan – Destination 2026. Currently DOC's IT Services staffing is not meeting the recommended levels, which causes a reactive service model instead of promoting a pro-active one. This low level of staffing is a primary contributing factor to a number of gaps identified in the MTG and Internal Audit assessments.

The agency needs a sustainable IT Services staffing resolution to transform DOC technology towards Destination 2026.

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Consequences if not funded

Currently DOC's IT Services staffing is not meeting the recommended levels, which causes a reactive service model instead of promoting a pro-active one. This low level of staffing is a primary contributing factor to a number of gaps identified in the MTG and Internal Audit assessments.

Information security cannot be effectively achieved solely by the centralized security team. Unified information security still requires agencies to be responsible for activities that cannot be effectively covered by a centralized enterprise security team. Agencies need to perform information security functions that compliment or nest into Enterprise services and, in some cases, will need to retain certain roles wholly.

Seventy five (75) percent of existing staff IT have expressed unmanageable workloads and employment dissatisfaction due to workload and inability to provide critical services to the business. Vulnerable towards staff burnout and not meeting the agency's priority for staff wellness.

Purpose and Background

Purpose

The Oregon Department of Corrections (DOC) operates correctional facilities and performs functions related to legislative approved programs for approximately 14,500 Adults in Custody (AIC), also referred to as inmates and 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."

ITS Introduction and Services

IT Services (ITS) is organized within the Administrative Services Division. The mission of ITS is to provide high-quality information services and systems that support accomplishment of the Department's goals and objectives. The vision of ITS is to understand its business partners' needs and engage customers in a collaborative effort as technical expertise and solutions are applied to these needs. The intent of ITS is to provide an exemplary level of customer service as these goals are accomplished.

ITS supports all DOC business units and institutions in accomplishing the Department of Corrections' mission through effective, efficient and appropriate application of technology and the use of automated solutions. ITS also provides direct technical IT support services to eleven (11) county Community Corrections Parole and Probation offices in support of OAR 291-031-0070 (1) and consulting services to all remaining 27 county Community Corrections Parole and Probation offices in the State of Oregon as well as other Governmental Agencies and Departments. Customers served: 4700 DOC staff, 1700 Community Corrections staff, 26 sites: 14 Facilities, Administrative offices state-wide, and other governmental departments/agency.

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In summary, services provided are:

- manages and provides support for information technology activities;
- manages and maintains computer services, incl. mobile devices;
- develops and maintains software and databases;
- provides Intra-agency coordination on technology issues;
- provides operations and business support: technology support for staff and inmates (law library, education, employment);
- business/systems analysis support;
- IT Project management and governance;
- Agency technology architecture alignment.

In addition ITS provides automation resources through various independent networks and stand-alone PCs to AICs for mandated Law Library research, basic skills training, mandated GED testing, Education classrooms (ORS 421.084), Re-entry services, and TTY/TTD Hearing Impaired kiosks.

As a note, Technical Support Analysts (TSA), and one Telephony Specialists are currently geographically dispersed at 15 locations. (12 institutions and Administrative Offices).

POP 116 seeks to align DOC's IT staffing level to the department's growth for critical technology by increasing the number of IT positions to meet demand and to fund critical technical training. From 2003 through 2017 IT has experienced a loss of over a dozen positions to cost savings measures while demand for services has increased. Two independent audits have given recommendations that IT is under-staffed by 103 FTE (24 to 1) if compared to the industry standard (11 to 1).

IT Services staffing level is insufficient. Currently, IT Services with a 24 to 1 staff to management ratio far exceeds the recommended levels of 11 to 1. Deficient IT staffing creates a structure that does not support service quality, efficiencies, or employee wellness. The current IT Service staffing levels inhibits improvements towards meeting the Governor's priority of efficient and effective delivery of government services. The lack of staffing levels hinders the technology transformation stepping stones required to support the agency's 10 year strategic plan while also meeting the operational needs of the business. Increasing the number of IT Services positions is needed to sufficiently align DOC's IT Services staffing levels in an attempt to meet the Department's critical and increasing need for essential technology services.

Funding is also required for technical training in closing the gaps between technical skills, knowledge and systems transformation, which affords IT Services the opportunity to support the Department successfully. Technology training is required to keep staff up to date with industry changes and best practices. Keeping staff currently trained offsets the need for external expertise which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents, disruptive downtime and identifying technical vulnerabilities towards full remediation.

This request impacts the business directly as IT Services can drastically improve their support model and efficiencies towards DOC's business needs. Today, the current ratio of DOC IT Services staff to DOC IT users is **77 to 4,700** or roughly **1.64 percent**. (This ratio is based on PICS permanently funded FTE)

Background

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In 2003, IT position reductions began as cost savings measures to offset budget shortfalls. This reduction trend continued through 2017 with a loss of over two dozen positions while the demand for services increased. DOC opened three new prisons and expanded others during this timeframe. The shortage of these IT resources has severely impacted operations cross functionally agency wide. Sufficient staffing is needed to build a framework that supports the business and to obtain organizational maturity improvements such as those proposed in Destination 2026 (DOC's strategic plan).

Two independent assessments (MTG Management Consultants, LLC and Gartner) and an internal audit show that DOC IT Services is understaffed compared to other public safety intensities in the government realm.

Problem and Opportunity Definition

Problem

DOC's IT Services staffing is not meeting the recommended levels. This low level of staffing is a primary contributing factor to a number of gaps identified in the MTG assessment.

Degraded Operational Capability – DOC ITS day to day operations are dominated with responding to technology incidents. Insufficient staffing level to provide preventative computing maintenance puts the agency at risk for unforeseen failures and service interruptions. Critical systems often have only one subject matter expert creating agency operational vulnerabilities.

Key performance measures show that IT Change Management is not properly implemented due to staff constraints resulting in 48% of changes not properly implemented or failed.

Gartner and MTG Research

Two independent studies recommended an IT to employee ratio between 3.4%-5%. A four to five percent IT staffing level is common to other public sector organizations. This recent research completed by two independent vendors and subsequently validated with an assessment by DOC's Internal Audits unit, recommended that DOC's IT staffing positions be increased by 103 Full Time Employees (FTE). In conjunction to this research, DOC's IT Services assessment of critical systems and the resources needed to support such systems, has identified an immediate need.

Gartner research based on the Government State and Local sector, compiled key metrics related to budget and staffing (article G00291355), which indicated that DOC should have a total of 220 FTE positions in IT. This was based upon a yearly organizational operating budget within the $500 million to $1 Billion dollar range and a supported base of approximately 7381 users. This includes DOC, Community Corrections staff, inmate workstations, and devices on the Inmate/Law Library network. Of the recommended 220 FTE for IT positions, Gartner further broke down individual area of coverage as follows:

Figure 1

Total Size of IT Shop Calculations	
Profiles on I-Series (Users on DOC's primary System)	6472
Stand Alone Inmate Machines	400
Law Library Devices	509
Effective size of FTE supported	7381
	$500M - $1B in Operating Budget
Gartner IT FTE %	3.4%
Gartner IT shop size	220

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* Gartner, G00291355, Page 17

Based on MTG research and using their IT staff to system user ratio, MTG recommended 225 FTE, a five percent IT staffing level common to other public sector organizations, which is described below:

Increase IT Staffing

A common measure of an IT organization's capacity is the ratio of IT staff to the users of the systems that IT supports. The IT staffing level depends partly on the level of funding and sourcing decisions such as the use of COTS products and outsourcing. Excluding staff and users outside DOC, including both the IT staff supporting the SDC and the 2,000 users of DOC systems in Community Corrections, the ratio of DOC IT Services staff to DOC IT system users is 77 to 4,500 or roughly 1.7 percent. This is significantly less than the roughly 5 percent IT staffing level common to other public sector organizations. This low level of staffing is a primary contributing factor to a number of the gaps identified in this assessment. DOC ITS should seek additional funding to hire the additional staff necessary to address these gaps.

*MTG Information Technology Assessment Report July 12, 2013, page 69

Supports Governor's Goals and DOC Strategy

POP 116 supports the strategic initiatives:

- State of Oregon Governor's Priority/Core Value
    - One of the Governor's core values is the efficient and effective delivery of government services.
    - The use of software and information technology is critical in improving service delivery and customer service for everyone involved including employees, adults in custody, offenders under Community supervision, victims, other agency stakeholders and the tens of thousands of Oregonians impacted by the criminal justice system.

The critical need for increased staffing will sustain and support the delivery of these technologies and services.

- Destination 2026 is the agency's 10-year strategic plan with the goal of the Department of Corrections to become the public safety employer of choice with innovative employees who transform lives.

The critical need for increased staff will ensure meeting the eight dimensions of staff wellness.

- CORE - Correctional Outcomes through Research and Engagement (CORE) is ODOC's performance management system. CORE establishes the framework for the department to identify opportunities to improve and/or streamline processes, use data to identify constraints, effectively use resources and ultimately promote public safety. CORE also provides employees with opportunities to influence and improve the fundamental ways we do business.

Opportunity

POP 116 has four (4) components:

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A. **Funding for existing staff** that are essential and in line with ODOC's 10 year strategic plan, Destination 2026, IT Services 4 year strategic plan
B. **DOC has identified an immediate need and POP ask of 14 additional FTE positions.** These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency. Position authority and training for additional staff is needed for the immediate critical and increasing demands for essential technology services.
C. **Align Department of Corrections IT staffing level to the department's growth for critical technology services.** By increasing the IT positions it will support the required business needs towards Destination 2026.
D. **Funding to support the needed annual technical training for the existing IT Services staff.** Annual technical training is essential.

116A Funding for existing staff: Ongoing base funding for seven (7) existing positions, 2 PEME's, 2 ISS7's, 2 ISS 8, 1 OS2 (Other Fund), and permanent funding to reclass six (6) positions. These critical positions are essential and in line with the Governors Priorities, ODOC's 10 year strategic plan (Destination 2026), and IT Services 4 year strategic plan.

116B New Position Funding: DOC analyzed the existing environment. Based on IT Services' assessment of critical systems and the resources needed to support such systems, DOC has identified an immediate need and POP ask of 14 additional FTE positions. These 14 positions represent a miniscule overall DOC staffing increase of 0.29%. These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency; other agencies who have been aligned in accordance with this support model, i.e. who have a Deputy CIO, are DOR, DOE, DHS, and ODOT). Positions are essential and in line with ODOC's 10 year strategic plan, Destination 2026, including IT Services 4 year strategic plan. This ask is critical in order to fulfill the

multiple demands of the organization and to standardize the current environment. By filling these positions, DOC will also decrease the risk of audit findings regarding equipment ownership and data security.

116C Position Resolution: DOC analyzed the existing environment. Based on IT Services' assessment of critical systems and the resources needed to support such systems, DOC has identified the need and POP ask of 43 additional FTE positions. These 43 positions represent a low overall DOC staffing increase of 0.92%. These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency; other agencies who have been aligned in accordance with this support model, i.e. who have a Deputy CIO, are DOR, DOE, DHS, and ODOT). This FTE ask is still below the recommended research ratio of 3.4 - 5.0 % and 35% less than Gartner's recommendation. Positions are essential and in line with ODOC's 10 year strategic plan, Destination 2026, IT Services 4 year strategic plan. This ask is critical in order to fulfill the multiple demands of the organization and to standardize the current environment.

Note: DOC will reassess any future IT FTE staffing needs beyond the 43 FTE requested for the 2019-2021 biennium.

116D Funding for Technical annual training: Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements. Funding request is in line with ODOC's 10 year strategic plan, and IT Services 4 year strategic plan.

Component A Detail

A. Funding for Existing positions:
   a. Reclass position 0500624 Chief Information Officer (CIO) from PEM-G to PEM-H (request includes permanent funding from PEM-F to PEM-H)
   b. Reclass position 9512415 Application Services Administrator from PEM-E to PEM-F
   c. Reclass position 0700129 Information Systems Services Administrator from PEM-E to PEM-F
   d. Reclass position 8919013 Technical Support Services Administrator from PEM-E to PEM-F
   e. Reclass position 9512339 IT Project Governance and EA Administrator from PEM-E to PEM-F
   f. Reclass position 9300005 IT Info Specialist from ISS6 to ISS7
   g. Add PEM-E position for Technology Assurance Manager (currently double-filled position)
   h. Add PEM-E position for Service Desk Manager (currently double-filled position)
   i. Add ISS8 position for Data Warehouse Senior Database Administrator (currently double-filled position)
   j. Add ISS7 position for IT Assurance Analyst (vacant double-fill)
   k. Add ISS7 position for Database Administrator (currently double-filled position)
   l. Add ISS8 position for Cloud Communications Engineer (currently double-filled position)
   m. Change funding for position 0700108 Office Specialist 2 from Other funded to General Funded

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The reclasses for the PEM series positions are to align the management oversight with the DAS supervisory ratio starting with a recommended baseline ratio of 11 to 1. This ratio as well as other best practice ratios will support the organizational structure for the Information Technology Services Unit.

The additional positions are to address:

   i. The replacement of two positions moved from Department of Corrections to the Enterprise Security Office (ESO). These positions are necessary for DOC to maintain the level of security and roles required by the State CIO in partnership with ESO.

ii. The addition of one position. This position is essential in managing existing platforms while transforming DOC towards O365 collaboration platforms, including the responsibility to assure Audio/Video conferencing is available to the business and mandatory sites.
iii. The addition of two positions. These positions are essential to maintain critical data base support functions which includes DOC's data warehouse.
iv. The added positions are necessary and urgently needed and were established as double-fills with the original intent to use existing service and supply dollars to fund these positions in 2019-21 budget. With the 2017-19 S&S reduction, there is no available S&S dollars to complete the original funding strategy.
v. Position 0700108 is an OF position that has been utilized to complete general funded work. IT does not have any OF revenue source to pay for an OF position.

These additional positions will give IT the capacity to interface with the business units and help with the alignment of IT services to the business units computing requirements. The Assurance Manager and supporting staff will increase compliance to the ESO, Secretary of State Audits and industry data security best practices. In addition, the Assurance team will provide the expertise needed to perform the Agency's daily operational assurance needs, not part of ESO's services.

Information security cannot be effectively achieved solely by the centralized security team. Unified information security still requires agencies to be responsible for activities that cannot be effectively covered by a centralized enterprise security team. Agencies need to perform information security functions that compliment or nest into Enterprise services and, in some cases, will need to retain certain roles wholly.

Agency responsibilities include:

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- Forensics related to HR Investigations
- Public Records Responses
- Privacy programs
- Regulatory compliance programs
- System configuration and patch management
- User and identity management
- Agency incident response plan
- Agency security risk management
- Compliance with CIS version 7 basic 6 controls

The Enterprise Security Office will work with agencies to continue to refine these responsibilities.

By not filling these positions, the Agency is subjected to high risk and negative impact on maintaining public safety.

The resources requested specific to Item A are $1,784,819 General Fund, six (6) FTE to resolve double filled positions.

Component B Detail

B. Increasing the number of IT Services positions is urgently needed to ensure the Oregon Department of Corrections (ODOC) IT Services staffing levels modestly meet most of the Department's critical and increasing demands for essential technology services, agency-wide program support, and for compliance. This component requests 14 additional positions which represents an overall DOC staffing increase of 0.3%.

   a. PEM-G Deputy CIO
   b. ISS8 Senior Project Manager
   c. ISS8 Senior Business Analyst (x2)
   d. ISS8 Senior Business Solutions Architect
   e. ISS8 Senior Software Quality Assurance Engineer
   f. ISS8 Senior Systems Analyst (x2)
   g. ISS7 IT Contracts and Receiving Analyst
   h. ISS7 IT eDiscovery Records Analyst
   i. ISS6 IT System Center Administrator
   j. ISS6 IT Asset & Lifecycle Program Manager
   k. ISS5 IT Change Manager
   l. ISS3 Service Desk Analyst (Swing Shift)

Funding is also requested for technical training in closing the gaps between technical skills/knowledge and modernized new systems. This will afford IT Services the opportunity to support the Department successfully. DOC seeks funding to support the needed annual technical training for the IT staff. Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements.

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Technology training is required to keep staff up to date with industry changes and best practices. Keeping staff currently trained offsets the need for external expertise which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents, disruptive downtime and identifying technical vulnerabilities towards full remediation. Training for organizational change management allows organizational change expertise that will help transform the DOC culture to better align with its strategic plans and improve employee wellness.

IT Governance Program: These additions to the Agency's IT Services will allow the CIO to perform the strategic duties and manage external partnerships while the Deputy performs the internal IT operational duties. The Contracts Analyst performs the management and negotiation of the IT related contracts and acts as the liaison between IT vendors.

ITAM – Asset Management & Compliancy Program: Dedicated staff for asset management (hardware and software) is urgently needed as it will align DOC with continuous lifecycle policy compliance, processes and procedures and mandatory reporting requirements. In addition, dedicated staff will ensure most needed inventory controls as required by Secretary of State and DOC policy.

DOC IT Services has approximately 12,000 (desktops, laptops, tablets, iOS devices, printers, and monitors) hardware assets and an unknown number of licensed software assets. IT Asset Manager will develop and manage the IT Asset Management program. This will ensure DOC IT Services is in compliance with DAS and Secretary of State Requirements for inventory control and asset tracking. DOC does not have the FTE to monitor and inventory hardware and software assets on a continuous basis. IT Services provides yearly inventory services. Assets are

often underutilized and are not redistributed. This results in expenditures that could be avoided. It also puts the agency at risk for unlicensed software and missing hardware.

IT Project & Architecture Services: The current number of Service Requests (Service Request Governance Committee work efforts) and Top Priority IT Projects is 129. Some of these projects have or will have Office of the State CIO governance applied to them.

One of the challenges for DOC is the startup of a business project with technology components and their overall enterprise wide alignment. This POP asks for more staff within the DOC IT Project Governance and Enterprise Architecture unit which would provide much needed capacity to maintain support of the current projects by allocating internal IT project & business analysis staff with DOC's business partners. This ability adheres/aligns to the Stage Gate Oversight, Enterprise Architecture Alignment and Project Governance which is essential to the success of a project based on PMBOK standards.

Today we have a void in this area and it has presented many challenges to business partners and ITS in support of agency-wide programs (enhancement for existing programs and introduction of new programs). Currently, IT project management services are provided by three (3) project managers and one (1) technology solutions architect for DOC with zero (0) dedicated IT business analyst positions. Often in-house application enhancements or new application development is project managed by Application Services unit's system analysts in addition to their many other job duties. "Wearing the hat" of both, project manager and analyst, can be difficult as it directly conflicts with the inherited attributes of these two roles. An analyst will try to satisfy all customer needs, while a project manager tries to satisfy the triple constraint (scope, time, and budget).

Data Security Program, IT Vendor Management Program: The requested additional capacity for an IT Contract program and e-Discovery program provides increased efficiency and ongoing agency support while DOC will decrease the risk of audit findings regarding IT vendor services, licensing, hardware/software ownership, compliance and data security.

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The management positions requested are to provide adequate leadership and oversight based on our DOC's IT strategic services organization. Other State agencies (Revenue, Energy, Human Services and Transportation) have been aligned in accordance with this support model, i.e. who have a Deputy CIO. These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency.

DOC ITS, through its Microsoft Enterprise Agreement is licensed for the MS System Center Suite of products. These include:

- Configuration Manager: provides software deployment, distribution, update management, and configuration monitoring throughout an IT infrastructure
- Endpoint Protection: used with Configuration Manager to provide a single infrastructure for client management and security, including malware detection.
- Service Manager: facilitates implementing and automating IT service management (ITSM) best practices across an organization.

Software Quality Assurance Program:
Current staffing levels do not allow for dedicated quality assurance focus. Instead quality assurance is a best effort endeavor that restricts a more mature organizational level. Additionally, there is no focus on software architecture other than best effort for ad hoc incorporation. Adding dedicated staff will bring a much needed maturity level into DOC's Application Services team.

Supporting ITIL – Information Technology Infrastructure Library Practices: ITIL is a set of detailed practices for IT service management that focuses on aligning IT services with the needs of business. The requested positions for Systems support and engineering will be in support of strengthening the continuous improvement cycle of ITIL. For example, to date, the only product used with any efficacy in DOC has been Configuration Manager. The other tools have not been implemented successfully because there have been insufficient resources to do so. There have been insufficient resources to do so because Information Systems staff have been wholly devoted to the management and support of daily incidents and problems that include login authentication and permissions, communication (email, mobile phones, remote access, telephony and videoconferencing), shared services such as calendaring, file storage and FTP, the inmate education network and web filtering, intrusion detection and anti-malware services. In addition, the Information Systems team provides consultation services to all DOC institutions, counties and DOC partners as well as technical project task execution, maintenance and associated operational duties. This is done across the state of Oregon in 27 DOC, county and associated agency locations by 13 people. The limited resources available have not allowed for the design, implementation and management of the MS System Center Suite. Implementing the Endpoint Protection and Service Manager tools of the System Center suite will provide DOC ITS with unified, centrally-managed and automated system monitoring, management and automated incident resolution IT environment. The only way to ensure effective for design, implementation and management of the MS System Center Suite is to hire a System Center Administer to perform these functions. Without this position, benefits provided by the MS System Center Suite will go unrealized, despite the fact that DOC has paid for these services. Furthermore, continuing to diagnose, document and remedy IT incidents and problems in an ad hoc fashion will further strain the Information Systems team staff and degrade the amount and quality of services provided in the DOC ITS, 10 hours a day, five days a week service window.

Research by both Gartner and the IT SMF (IT Service Management Forum) estimate that approximately 80% of all incidents are caused by changes to infrastructure. DOC IT requires a robust and effective change management process to ensure technical changes made to DOC applications, services and systems are executed with minimum impact to DOC operations. Change management ensures standardized methods, processes and procedures are used for all changes, facilitate efficient and prompt handling of all changes, and maintain the proper balance between the need for change and the potential detrimental impact of changes. Changes in the IT infrastructure arise reactively in response to problems or externally imposed requirements, e.g. legislative changes, or proactively from seeking improved efficiency and effectiveness or to enable or reflect business initiatives, or from application, project or service improvement initiatives. At this time, change management is handled as an adjunct function to other ITS management duties. This results in an uneven application of change management standards and, at times, insufficient oversight to ensure change success. To improve the quality of changes, enforce change guidelines and increase the number of successful changes it is necessary to dedicate a change manager to perform this role. Assigning a dedicated resource to the change management process will improve change quality and reduce the impact of change upon the business.

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DOC ITS Service Desk has been challenged to find staff to work on-call. The DOC IT staff who perform on-call duties have already worked a full day during their regular shift and then are required to provide an additional five (5) hours of on-call support. Staff burn out for volunteer on-call duties is common and mandating staff to work on-call occurs regularly. Adding one Service Desk staff will provide coverage improvements; increase the efficiencies of problem resolution for 24x7 business needs. DOC IT Services is currently incurring the cost of approximately 3,240 hours of on-call support and an estimated 385 hours of OT per year. Adding a swing shift to the DOC Service Desk would reduce the amount of on call by an estimated 1,375 hours per year and 273 hours of OT per year.

DOC has existing facility capacity to house the additional positions in this request.

The resources requested specific to Item B are $3,596,534 General Fund, 14 position classifications, 14 FTE.

Component C Detail

C. This request seeks to align DOC's IT staffing level by increasing the number of IT positions to match the strategic services roadmap which identifies the critical service areas and the platforms and resources to needed to support them. This component request 43 positions which represents an overall DOC staffing increase of 0.9%.

a. Application Services:

i.	Three ISS7	Third Party Application Integration Management Analysts
ii.	One ISS8	Senior Application Solutions Architect
iii.	One ISS8	Senior Database Administrator/Data Modeler
iv.	Four ISS7	Data Analysts
v.	Three ISS7	Application Quality Assurance Testing and Training Analysts
vi.	Four ISS7	Mobility Services Engineers
vii.	One PEM E	QC/QA Services Manager
viii.	One PEM E	Data Services/Development/Operations Manager
ix.	One PEM E	Application Development and Support Manager
x.	One OS2	Office Support Staff

These additions to the Application Services team will allow:

- Adding Quality Assurance services, Application Testing services, Release management services, Technical Writing and Application Training services
- Adding Application Security governance
- Adding Dev / OPs functions such as Application Platform management, Technology Stack management and Interoperability services
- Adding Big Data services such as Data Management and Data Analytics services
- Enabling mobility development services for in-house mobile app services and support
- Adding systems integration management services
- Adding management services staff to improve critical oversight and governance

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Adding sufficient services by increasing staffing levels will move Application Services from a best effort / heroic effort environment to a more mature organizational posture that incorporates best practices for IT application security, lowers the total cost of ownership by having sufficient staff to provide data modeling and design reviews up front for all application projects, and to mitigate risk as they develop in an application project is not only urgent but critical for DOC to meet the Governor's IT Security expectations.

Adding these additional Application Services staff allows for an organizational maturity level that is not available without them. Anytime you have programmers doing their own data modelling, design and testing their own code without review or input from others just because you do not have the staffing level to do otherwise creates risk that should not be allowed for this size of an agency.

The annual volume of application requests or application change requests from various agency business areas are currently queuing at almost triple the completion rate. Many of these application requests are critical to meet

policy changes, legislative mandates, or legal requirements. Application Services team are currently in the process of developing key performance indicators around their work efforts including quality assurance.

b. Information Systems Services:

i.	one PEM D	Management staff (Information Systems Manager)
ii.	one ISS7	Domain Administrator
iii.	one ISS6	Network Administrator
iv.	one ISS7	System Engineer
v.	one ISS8	Senior Intranet/Extranet Administrator
vi.	one ISS7	Enterprise Mobile Management Administrator
vii.	one ISS7	Unified Communications Analyst

The Information Systems (IS) team provides support for directory services, information security, networking, server management, telecom and virtualization tools and applications. This support includes login authentication and permissions, communication (email, mobile phones, remote access, telephony and videoconferencing), shared services such as calendaring, file storage and FTP, the inmate education network and web filtering, intrusion detection and anti-malware services. In addition, the Information Systems team provides consultation services to all DOC institutions, counties and DOC partners as well as technical project task execution, maintenance and associated operational duties. This team also provides support for the DOC administrative network used by all DOC employees, the security network used by Facilities and Physical Plant employees to control surveillance cameras, door locks, and other security devices (to support PREA objectives and general security needs), and AIC access to automation networks that provide legal, educational, and other supportive services. These services are provided across the State of Oregon for 4700 DOC employees, 1700 Community Corrections Parole and Probation office staff, and associated agency locations (Board of Parole, DOJ, US Parole and Probation).

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To successfully provide administration, system engineering and support and network telecommunications services, The IS team of **13 people** supports an environment profile that includes:

Telephones	MDF/IDF* locations	Mobile Phones	Profiles on I-Series (Users on DOC's primary System)	Servers, thin clients and law library stations, etc.	Network end-points	Number of Service Requests and Top Priority IT Projects
5,000	152	1,000	6472	1,033	24,780	129
***MDF** connects private or public lines coming into a building with the internal network. **IDF** location (usually a closet of room) that interconnects and manages the telecommunications wiring between an MDF and network resources, telephones and servers/workstations						

Specifically, these positions are necessary for the following reasons:

i. One PEM D Manager
The Oregon Department of Administration services (DAS) recommends manager-to-staff ratio does not exceed one manager to 11 staff. This recommendation is supported by studies performed by the Mercer *2017 Global Talent Trends Study* and the Society for Human Resource Management *2017 Human Capital Benchmarking Report* that indicate manager span of control remain between 8 to 12 staff members per manager. Because the Information Systems team will number 16 staff before the 2019-2021 biennium begins, an additional manager is indicated.

ii. one ISS7 Domain Administrator
The critical nature of the i-Series platform requires consistent and knowledgeable support given its 24x7 use. Two administrators provide this support for over 6,000 systems users. When one administrator is out of the office, profile requests and access changes are extremely limited. In addition, having two administrators severely limits the opportunities for training. To ensure adequate support of this critical ODOC function it is imperative we add another domain administrator to perform this task.

iii. One ISS6 Network Administrator
The Information Services team assumed responsibility for DOC network operations across the 26 locations throughout the state in 2018. There are two network administrators that provide these services. The network is geographically dispersed across the state, including 152 MDF/IDF closets and over 24,000 network endpoints that connect workstations, secure devices and provide Internet access to the Agency. Limiting the network support staff to two administrators prevents timely resolution to network incidents, defers of system maintenance and excludes the opportunity to perform capacity management and planning. Furthermore, these network services are only provided 10 hours a day, five days a week, and DOC's institutions run on a 24x& schedule. Adding a third network administrator is critical for DOC ITS to meet DOC's around the clock need for network support and reduce the likelihood of burnout and loss of experienced network team members.

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iv. One ISS7 System Engineer
The thin-client network provides access to information to technology for disabled AICs and educational, legal and re-entry services to all 14,700 Oregon AICs across Oregon at 14 correctional facilities. This includes 509 education and law library workstations and 100 GED-certification consoles. The team that supports this environment is also responsible for supporting over 124 servers and the related application, network and security resources to support DOC's 4,700 employees. Using the staffing numbers above, the ratio of customers served to IT employee is 13 to 19,400, far below even a 1% ratio. The challenges at this low level of staffing include, burnout, reduced service due to sickness and time off, as well as a lack of training and education and development opportunities. Adding another Systems Engineer will significantly reduce these risks.

v. One ISS8 Senior Intranet/Extranet Administrator
Beginning in 2013, efforts have been made in collaboration with the DOC Communications team to utilize MS SharePoint to establish a comprehensive and user-managed DOC Intranet for DOC's 4,700 employees. However, given the number of operational requirements (daily support of systems) projects, top priorities and the shrinking IS staff, this effort has been stalled due to unavailability of staff and a lack of the necessary skills to implement this solution. To realize this long-term goal, and ensure increased

communication, collaboration and information-sharing across the Agency, it is necessary that we hire an administrator to perform these functions.

vi. One ISS7 Enterprise Mobile Management Administrator
DOC employees use 1,000 mobile phones to meet the Agencies daily operational and long-term needs. To date, there has been no position to provide support for these employees or the resources they use. As a result, there has been a very low level of support for these critical tools and their use. Application provisioning and support, two-factor authentication and expanded use of mobile technologies have been stymied by this gap. To fill this gap, it is necessary for ITS to hire an administrator to meet the minimum level of service expectations voiced by mobile telephone users. This will also meet the Agency objective of modernizing technology to meet Destination 2026 goals.

vii. One ISS7 Unified Communications Analyst
AS DOC moves towards unified communications (data, network and telephone technologies) there will be a convergence of the 4,700 employee workstations and 5,000 phones – along with videoconferencing. There are two telecom administrators that provide these services. The functions they perform include on-site (26 DOC locations) telephone provisioning, incident/problem management and vendor management. These telephone services are critical to the daily operations of DOC correctional facilities and ensure voice communication services across the state. It is critical that DOC hire a unified communications specialist to ensure that implementation of unified communications environment can be successfully implemented and provided ongoing support as the environment matures. Furthermore, limiting the telecom support staff to two administrators prevents timely resolution to telephone incidents, deferment of system maintenance and an inability to perform capacity management and planning. This is especially exacerbated when one of the two administrators is out sick, on vacation or unavailable for any reason. Furthermore, these telephone services are only provided 10 hours a day, five days a week when DOC institutions run on a 24x7 schedule.

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Additional staff would result in faster incident resolution and more reasonable and timely solutions for business requests in areas such as communication, education, and security. It will also allow for adequate resources to research emerging technologies that will provide business units greater capabilities in such areas as intranet, mobile-based computing and, shared resources. It will also allow Information Systems to contribute more meaningfully to the safe and secure operation and fulfillment of DOC institutions, responsibilities and operations.

c. IT Project Governance and Enterprise Architecture:

i.	One PEM E	Project Delivery Office Manager
ii.	One ISS8	Senior Program Manager
iii.	One ISS6	Project Coordinator
iv.	One AAS1	Administrative Assistant

The addition of these positions to the IT Project Governance and Enterprise Architecture unit will establish a holistic approach to providing technology services aligning with industry best practices and to support the Office of the State CIO's oversight processes and statewide enterprise alignment. The POP requested approach would establish a team collectively analyzing, managing, and delivering current and proposed DOC projects based on various characteristics as well as IT investments initiatives supporting DOC's strategic plan (Destination 2026). The Project Delivery Office manager and program manager will be essential in aligning the agency priorities within an agency project portfolio and distributing capacity among strategic initiatives. The current number of Service

Requests (Service Request Governance Committee work efforts) and Top Priority IT Projects is 129. Some of these projects have or will have Office of the State CIO governance applied to them. One of the challenges for DOC is the startup of a business project with technology components. This POP asks for more staff within the DOC IT Project Governance and Enterprise Architecture unit which would provide much needed capacity to maintain support of the current projects by allocating internal IT project staff with the business partners. DOC ITS Project Office will develop future key performance measures around successful project delivery.

d. IT Support Service:

i.	One ISS3	Service Desk Analyst
ii.	Nine ISS5	Technical Support Analysts (distributed statewide)
iii.	One PEM D	East Region field staff Manager
iv.	One PEM D	West Region field staff Manager

These additions to the IT Support Services and Service Desk teams will allow:

Increased management oversight.

Adding two PEMD positions for Support Services field staff will move the manager to staff ratio from 1 to 32 to a minimum of 1 to 11, narrowing the span of control and meeting DAS recommended manager to staff ratio.

In so doing, DOC adds a much-needed dimension and provides for increased efficiencies to the business and partners based on ITIL best practices.

Increased security posture.

Adding one Service Desk staff will provide coverage improvements; increase the efficiencies of problem resolution for 24x7 business needs. Fourteen DOC worksites operate 24 hours a day. To ensure support to all 3 shifts at DOC worksites the Service Desk provides full Service Desk support 6:00 AM – 6:00 PM Monday thru Friday; Limited IT support is offered thru on-call service (IT Services staff working from home) 6:00 PM – 11:00 PM Monday thru Friday and 6:00 AM – 11:00 PM on Saturday and Sunday. Between the hours of 6:00 PM - 11:00 PM 14 DOC worksites provide meal services, counseling services, recreational services, perform counts among many other activities. The limited on-call support does not meet the needs of the institutions. On-call cannot always respond in a time to meet the needs of the requester. Requests are regularly documented and addressed the next business day. This forces the requestor have to find work arounds or wait to complete a task until IT can respond.

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Based upon the Gartner and MTG report estimates, ODOC should have approximately 220 ITS staff for the number of users supported. Based upon a Gartner report outlining the average distribution in the industry, and the structure of the current ODOC ITS unit, Technical Support would be estimated to be at 53 total positions. Given we currently have 32 positions in Technical Support this would necessitate adding about 21 more positions to reach the recommended staffing levels. In 2009 there were 43 positions in the Technical Support unit. However we are only requesting the addition of 9 additional staff bringing the total to 41 positions.

Current State	Desktop Techs	# of Devices	# of Users	Ratio/Devices	Ratio/User
Statewide Total	32	5328	7381	167	231

Future State (Component C)	Desktop Techs	# of Devices	# of Users	Ratio/Devices	Ratio/User
Statewide Total	41	5328	7381	130	180

Suggested State Gartner/MTG	Desktop Techs	# of Devices	# of Users	Ratio/Devices	Ratio/User
Statewide Total	53	5328	7381	102	139

Adding nine (9) new positions for ISS5 Desktop Support technicians would improve support staff to users ratio's and response times across all DOC sites (26) for approximately 4700 DOC positions and 5,328 computing devices which includes iOS devices, Tier 1,2, and 3 support for 11 non DOC Community Correction offices, support for other outside agencies, and 14,500 Adults in Custody:

- 1 position at CRCI (Columbia River Correctional Institution) located in North Portland which does not have a permanently assigned staff duty stationed at CRCI. Currently CRCI has 190 staff and 567 Adults in Custody. All support comes from CCCF (Coffee Creek Correctional facility located in Wilsonville. Response is delayed arranging schedules between staff and securing vehicles.
- 2 positions at OSP which currently has only 2 staff supporting over 640 DOC staff and 2,200 Adults in custody. Because the site is a different union (AOCE) it cannot be supported by other IT staff belonging to a different union in the Salem area.
- 1 position at SRCI (Snake River Correctional Institute) which currently has 4 staff supporting 950 DOC staff and 3,000 Adults in custody.
- 1 position for support of Linn County and Douglas County Community Correction offices (8 total). Both Linn County and Douglas County moved back to DOC and no position was funded for support. Support comes from staff in the Salem area and response is often delayed arranging schedules between staff and securing vehicles. It would be more cost effective housing a permanently assigned staff in Albany.
- 1 position at EOCI (Eastern Oregon Correctional Institution) which currently has 2 staff supporting 480 DOC staff and 1,650 Adults in custody.
- 1 position at OSCI (Oregon State Correctional Institution) which currently has 1 staff supporting 300 DOC staff and 916 Adults in custody.
- 3 positions (1 Eastside, 1 central, and 1 Westside) to also provide specialized support for Adults in Custody educational and technology programs. These positions would interface with all DOC stake holders as well as partners from colleges and various outside agencies. They would specialize in compliance with rules and policy set forth for Inmate Access to Automation as well as providing technical oversight and guidance for technology initiatives.

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Increasing IT positions will support required business needs, and will reinforce Information Technology as an essential catalyst towards business transformation in line with ODOC's 10 year strategy, Destination 2026.

DOC does not have existing facility capacity to house the additional positions in this component request. However, another policy option package is being submitted for 2019-21 seeking funding to build a public safety center campus. If approved, positions currently located at the current IT facility would move to the new building providing the needed space for the additional staff.

The resources requested specific to Item C are $10,502,771 General Fund, 43 positions, 43 FTE.

Component D Detail

D. This request seeks funding to support the needed annual technical training for the IT staff. Increasing technical skills and knowledge through yearly training will provide IT staff the opportunity to build upon their existing knowledge foundation and further advance their skills in order to support the current and future increase in future business service requirements.

Technology training is required to keep staff up to date with industry changes and best practices. Keeping staff currently trained offsets the need for external expertise which will also provide cost savings for the agency. In addition, training helps DOC avoid costly security incidents, disruptive downtime and identifying technical vulnerabilities towards full remediation. Training for organizational change management allows organizational change expertise that will help transform the DOC culture to better align with its strategic plans and improve employee wellness.

The resources requested specific to Item D are $466,904 General Fund, 0 positions, 0.00 FTE.

Quantifying Results (in reference to A, B, C, and D)

The strategic initiatives this concept plans to support are:

- State of Oregon Governor's Priority/Core Value
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved, from employees to clients of the state.

- DOC ten year strategic plan, Destination 2026: Agency Destination 2026 "modern tools and technology are in place", "staff wellness", and we are demonstrating innovative, efficient, and sustainable business practices.

- C.O.R.E. Processes:
  - The Supporting Process (SP), SP 3.1 - Providing IT and communication services; by obtaining sufficient trained IT staff to provide IT services at the level required by the agency and its partners. This is a supporting process.
  - The Supporting Process (SP), SP 4.1, 4.3, and 4.9 – Mitigating Risk; by conducting risk assessments, managing security threats, and maintaining information security.

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ODOC will quantify and measure the results of the efforts described in this POP by the following:

- Allowing for the development of critical expertise in IT for key areas and to support cross-training that will maximize retention of skilled IT staff. DOC IT Services anticipates an overall staff retirement rate of 30-40% within the next 5 years.
- The number of support cases processed by the Technology Assurance Team has increased by over 50% in the past year.
- CIO Office dedicates >70% on daily tactical operational tasks which impedes outward facing and strategic tasks to be accomplished.
- Quality Assurance (QA) establishes, maintains and enforces set requirements for developing reliable software applications. IT Services currently utilizes developers to perform limited ad-hoc QA. Dedicated FTE resources will permit a focus on reliable QA processes. The QA work unit is meant to increase customer confidence and IT credibility, while also improving work processes and efficiency by making the output measurable.
- DOC is a 24/7 operating agency. DOC staff have limited after hour support. Limited support is causing service delays in resolving major incidents.
- Current volume of IT Service Requests/ Projects equals 129; current demand exceeds the FTE to support these work efforts.
- DOC operates out of 26 geographically disbursed sites that includes over 12,000 (desktops, laptops, tablets, iOS devices, printers, and monitors) hardware assets. Having zero (0) fulltime FTE towards Asset Management

is causing a lack of adequate centralized asset controls for software and hardware. Dedicated FTE resources will ensure accurate inventory and cost control, enforcement of risk management and streamlined lifecycle management.

- Having zero (0) fulltime FTE for IT Change Management is resulting in 48% of changes not properly documented or failed. This impacts the business directly.

Alternatives Analysis

Assumptions

DOC has identified an immediate need of up to 63 FTE with further assessment needed towards a recommended IT staffing. These 63 positions represent a low overall DOC staffing increase of 1.42%. These technology positions also represent the needed enterprise alignment within their associated roles and responsibilities for our agency; other agencies who have been aligned in accordance with this support model, i.e. who have a Deputy CIO, are DOR, DOE, DHS, and ODOT). This FTE ask is still below the recommended research ratio of 3.4 - 5.0 % and 35% less than Gartner's recommendation.

Note: DOC will reassess any future IT FTE staffing needs beyond the 63 FTE requested for the 2019-2021 biennium.

Selection Criteria and Alternatives Ranking

Alignment with DOC and OSCIO strategic goals towards the Governor's priorities.

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Solution Requirements

POP 116 requested positions are aligned with IT Services future state requirements and Destination 2026:

1. Modern tools and technology are in place.
2. Technology is enhanced.
3. Technology funding is secured.

POP 116 requested position contain roles needed for a successful partnership with Office of the State CIO:

- Enterprise Technology Services (ETS)
- Enterprise Security Office (ESO)
- State Data Center (SDC)
- Enterprise Architecture Alignment
- Enterprise Shared Services Alignment
- Enterprise IT Governance Alignment

POP 116 requested positions are aligned with CORE KPIs:

Insufficient staffing levels prevent IT Services from realizing critical KPIs.

D. SUB PROCESSES AND MAJOR TASKS:
CONSIDERATIONS
On Key Tasks: *(1) Use "ing" words for tasks* *(2) Put Key Tasks in natural sequence if one exists*

TASK	TASK DETAILS
Managing Information Technology Services	• Maintain our consistency with the State of Oregon Enterprise • Maintain lifecycle of IT technology • Manage Collaborative Shared Resources with other agencies • Maintain partnership and collaborative communications with Enterprise Technology Services and Vendors • Collaborate with customers
Managing Data Security	• Strive to maintain compliance with State Enterprise Security Office Guidelines • Maintain Criminal Justice Information System compliance. (i.e. Law Enforcement Data System (LEDS) and Health Insurance Portability and Accountability Act (HIPAA) and other required security requirements)
Providing Software Development and Support	• Creating and maintaining Software Development Lifecycle, and project lifecycle • Continuing Service Request governance framework • Analyze, Develop and Maintain system(s) based on Service Requests
Managing Computing Devices	• Maintain lifecycle for hardware, software, and mobile devices (desktops, laptops, tablets, IOS devices and peripherals) • Respond to and resolve break/ fix issues and service requests • Provide Asset Management through inventory tracking and reporting by DOC's Asset Manager iTAM) • Maintain lifecycle of mobile devices • Leverage device management tools for emerging business needs • Provision new devices (Desktops)
Managing Communication Systems (*In Transitional Phase*)	• Maintain capacity and performance of network infrastructure and related devices. (Telephones, radios, switches, routers, and security electronics) • Maintain partnership and collaborative communications with Enterprise Technology Services and vendors • Collaborate with customers

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Staffing Alternatives Identification

Alternative #1: The status quo: No POP 116abc Funding

Alternative #2: POP 116a Component Funding

Alternative #3: POP 116a+b Component Funding

Alternative #4: POP 116a+b+c Component Funding

Alternatives Analysis

Alternative #1: The status quo: No POP 116abc Funding
Cost

Current Personal Services cost for 77 FTE.

Benefit

- No additional cost to the State of Oregon.
- ITS staffing level will maintain support of approx. 25% of the agency FTE, leaving a gap to fully support agency's technology needs.

Risk

- Continued challenge to meet changing business process, needs, mandates, i.e. approx. 50 in-house application service requests are received per year. ITS is meeting around 15 to 20 service requests per year.
- Approx. 75% of the IT needs continue to go unmet, leaving a gap to fully support agency's technology needs.

Alternative #2: POP 116a Component

A. Funding for Existing positions:

a. Reclass position 0500624 Chief Information Officer (CIO) from PEM-G to PEM-H (request includes permanent funding from PEM-F to PEM-H)
b. Reclass position 9512415 Application Services Administrator from PEM-E to PEM-F
c. Reclass position 0700129 Information Systems Services Administrator from PEM-E to PEM-F
d. Reclass position 8919013 Technical Support Services Administrator from PEM-E to PEM-F
e. Reclass position 9512339 IT Project Governance and EA Administrator from PEM-E to PEM-F
f. Reclass position 9300005 IT Info Specialist from ISS6 to ISS7
g. Add PEM-E position for Technology Assurance Manager (currently double-filled position)
h. Add PEM-E position for Service Desk Manager (currently double-filled position)
i. Add ISS8 position for Data Warehouse Senior Database Administrator (currently double-filled position)
j. Add ISS7 position for IT Assurance Analyst (vacant double-fill)
k. Add ISS7 position for Database Administrator (currently double-filled position)
l. Add ISS8 position for Cloud Communications Engineer (currently double-filled position)
m. Change funding for position 0700108 Office Specialist 2 from Other funded to General Funded

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The reclasses for the PEM series positions are to align the management oversight with the needed organizational structure for the Information Technology Unit.

The additional positions are to address:

- The replacement of two positions moved from Department of Corrections to the State Data Center. These positions are necessary for DOC to maintain the level of security required by the State CIO.
- Add positions that are necessary to meet XXX that were established as double-fills with the original intent to use existing service and supply dollars to fund these positions in 2019-21 budget. With the 2017-19 S&S reduction, there is no available S&S dollars to complete the original funding strategy.
- Position 0700108 is an OF position that has been utilized to complete general funded work. IT does not have any OF revenue source to pay for an OF position.

These additional positions will give IT the capacity to interface with the business units and help with the alignment of IT services to the business units computing requirements. The Assurance Manager and supporting staff will increase compliance to the ESO, Secretary of State Audits and industry data security best practices. In addition, the Assurance team will provide the expertise needed to perform the Agency's daily operational assurance needs, not part of ESO's services. By not filling these positions, the Agency is subjected to high risk and negative impact on maintaining public safety.

The resources requested specific to Item A are $1,784,819 General Fund, 6 FTE to resolve double filled positions.

Cost

A. Funding for existing double filled positions is added to the base budget along with cost for adding six staff required to keep the lights on. $ 1,784,819 General Fund.

Table 1 POP 116a Estimated Costs 2019-2021

	07/2019-2021
Position/FTE Expenditure	 $1,784,819
Total:	$1,784,819

Benefit

Creates permanent funding for the reclass of positions to better meet the needs of the agency and to provide permanent positions for the existing double filled positions. It also moves one position funding from Other Funds to General Funds.

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Risk

By not filling these positions, the Agency is subjected to high risk and negative impact on maintaining public safety.

Alternative #3: POP 116a+b Component Funding

Cost

A. Funding for existing double filled positions is added to the base budget along with cost for adding six staff required to keep the lights on. $1,784,819 General Fund.
B. Funding for adding 14 FTE to the base budget. $3,596,534 General Fund.

Table 2 POP 116a+b Estimated Costs 2019-2021

	116a	+ 116b
Position/FTE Expenditure	$1,784,819	$3,596,534
Total:	$1,784,819	$5,381,353

Benefit

This ask is critical in order to fulfill the multiple demands of the organization and to standardize the current environment.

Risk

These technology positions represent the needed enterprise alignment within their associated roles and responsibilities for our agency. By not filling these positions, the agency alignment with the Governor's Office expectations for agency IT security posture is at risk. By filling these positions, DOC will also decrease the risk of audit findings regarding equipment ownership and data security.

Alternative #4: POP 116a+b+c Component Funding
Cost

A. Funding for existing double filled positions is added to the base budget along with cost for six staff required to keep the lights on. $1,784,819 General Fund.
B. Funding for adding 14 FTE to the base budget. $3,596,534 General Fund.
C. Funding for adding 43 FTE to the base budget. $10,502,771 General Fund

DOC is seeking funding to implement and maintain full-body scanners for the eight identified facilities.

Table 3 POP 116a+b+c - Alternatives

	Alternative 2 Component A	Alternative 3 Component A+B	Alternative 4 Component A+B+C
Position/FTE Expenditure	2019-2021 Costs: $1,784,819 FTE: 6 Positions: 6	2019-2021 Costs: $5,381,353 FTE: 20 Positions: 20	2019-2021 Costs: $15,884,124 FTE: 63 Positions: 63

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DOC is requesting an estimated $15,884,124 General Fund for reclasses and additional positions for the 2019-2021 biennium.

Benefit

IT will be given the capacity with these additional positions to interface with the business units on an increased and pro-active level supporting the alignment of IT services. With increased capacity, IT Services will better meet the business technology needs. IT Services staffing level will align with the department's growth for critical technology services towards Destination 2026 and the Governor's priorities.
Detailed benefits are:

- Adding Quality Assurance services, Application Testing services, Release management services, Technical Writing, and Application Training services.
- Assuring Application Security governance.
- Adding Dev /OPs functions such as Application Platform management, Technology Stack management and Interoperability services.
- Adding Big Data services such as Data Management and Data Analytics.
- Enabling mobility development services for in-house mobile app services and support.
- Adding systems integration management services.
- Provide comprehensive end-to-end information management services.

- Increase the opportunity to engage in strategic planning.
- Add the ability to implement high efficiency technical solutions.
- Greatly improve timely resolution to DOC business needs.
- Establishes a holistic approach to providing technology services.
- Aligning with industry best practices, i.e. ITIL, Agile, CJIS and NIST.
- Increased partnership opportunities with the Office of the State CIO, Enterprise Technology Services and Enterprise Security Office towards statewide enterprise alignment and strategy.
- Improve our analyst-to-user ratio to 139 users to 1 technical support analyst.
- Improve our support for increasing Inmate Access to Automation needs.
- Adding one Service Desk staff will provide coverage improvements; increase the efficiencies of problem resolution for 24x7 business needs.

Risks/Impact

DOC's IT Services staffing is not meeting the recommended levels, which causes a reactive service model instead of promoting a pro-active one.

Detailed Risks are:

- Inability to fulfill the multiple emerging needs of the organization and to standardize the current environment.
- Failure to meet the Governor's core values in efficient and effective delivery of government services.
- Increase for negative audit findings of equipment ownership and data security.
- May not meet Destination 2026 to have the right technology in place at the right time.
- Costly security incidents, disruptive down-time, and identifying technical vulnerabilities towards full remediation.
- Decreased checks and balances for security compliancy and inventory control/asset tracking.
- Vulnerable towards staff burnout and not meeting the agency's priority for staff wellness.
- IT Change Management is not properly implemented due to staff constraints resulting in 48% of changes not properly implemented or failed.
- Ineffective monitoring system environments due to constraints to pro-actively address incidents and problems.
- Low staffing introduces challenges towards timely tactical and strategic planning.
- Insufficient staffing level to provide preventative computing maintenance puts the agency at risk for unforeseen failures and service interruptions.
- Regularly occurring overtime, straight time, and constant on-call to keep the lights-on while meeting agency's operational needs.
- Critical systems often have only one subject matter expert creating agency operational vulnerabilities.

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Conclusions and Recommendations

Conclusions

By filling these positions, DOC will decrease the risk of audit findings regarding equipment ownership and data security. Current volume of IT Projects is equal to or exceeds 129 projects. Some of these projects will have Office

of the State CIO governance applied to them. Challenges for DOC includes but is not limited to the startup of business projects with complex technology components. This ask for more staff within the DOC IT Services Unit would also provide assistance and keep the momentum ongoing by allocating internal IT project staff to business partners; increase efficiency and adhere/align to the Stage Gate and project requirements which is essential to the success of a project based on PMBOK standards. Currently we have significant resource restraints which presents many challenges to business partners including ITS. In addition, this POP ask is critical in order to fulfill the multiple demands of the organization and to standardize the current environment.

Impact to Business Programs and Projects

Detailed program impacts:

- **Legislative Mandates (SB844) delay project work:** The SB844 mandate impacts all business programs and projects currently being worked on by staff and further delays the business projects and programs currently in the queue (130+). Deficient FTE levels stall critical work efforts due to additional legislative mandates that takes precedence over existing program and project priorities. Most SB844 deliverables require DBA resources that also double for data modelling and code design reviews for all application work efforts in addition to their regular DBA work requirements for each application. Current business programs and projects that are delayed by the SB844 impact include Performance Recognition Awards System (PRAS), Case Management Assessment (CMA), Short Term Transition Leave (STTL), Scars, Marks and Tattoos (SMarT), Photocard, and Domain Server upgrade from 2008r2 server OS.

- **IT Project Governance & Architecture Services Alignment:** Approximately fifty (50) application service requests are submitted annually of which only one third (1/3) have resources to implement the agency's programs and services. Furthermore, for each application put into production the workload for ongoing maintenance shifts resources away from meeting new demands. This creates an ongoing diminishing trend to meet business needs for automation.

  Additional future requests are subject to risk of not being delivered, i.e. Correctional Fundamental System Assessment (requires at minimum two (2) business analysts). Today, we have a void in this area due to a lack of dedicated business analysis and project management (PM) services. This has presented many challenges to business partners and ITS in support of agency-wide programs (enhancement for existing programs and introduction of new programs). Often, these services are 'borrowed' from other IT Services units or performed outside IT Services in addition to their many other job duties. One of the challenges for DOC is the startup of a business project with technology components and their overall enterprise wide alignment. This POP asks for additional staff within the DOC IT Project Governance and Enterprise Architecture unit. This would provide much needed capacity to maintain support of projects by allocating internal IT project & business analysis staff with DOC's business partners.

  Additional critical staff will provide the ability to build a foundational program to deliver & support an enterprise environment expected for a large public organization. As a result, DOC will align more effiently with the Office of the State CIO IT Governance as well as Oversight, Enterprise Architecture Alignment and Project Governance which is essential for the success of technology driven projects and programs. All this presents challenges for all Technology Projects with Software and Hardware dependencies felt DOC wide. Furthermore, DOC is challenged by the lack of technology focused training programs due to lack of resources and increased services are needed to support ad hoc training labs as there are no dedicated Technology focused training facility or labs.

- **Building ITIL – Information Technology Infrastructure Library:** ITIL is a framework; a set of detailed practices for IT service management that focuses on aligning IT services with the needs of business. The requested positions for Systems support and engineering will be needed in building the continuous

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improvement cycle of ITIL expected of an enterprise organization of DOC's size and complex service demands. Without the FTE, DOC will suffer to implement a sound continued service delivery.

- **Quality Assurance Program:** Although COTS – Commercial-Off-The-Shelf systems are part of DOC's eco system, there is still a high demand for in-house application development to meet specific criteria and unique business requirements that commercial of the shelf systems cannot provide. Current staffing levels do not allow for dedicated quality assurance focus, one of the core foundational requirements for successful application delivery. Instead quality assurance is a best effort endeavor that restricts a more mature organizational level. Additionally, there is limited focus on software architecture other than best effort for ad hoc incorporation. Adding dedicated staff will bring a much needed maturity level into DOC's IT Services team and reduce quality deficiencies upon software release.

- **ITAM – IT Asset Management & Compliancy Program:** Dedicated staff for asset management (hardware and software) is urgent. Currently DOC cannot effectively align with continuous lifecycle policy compliance, processes, procedures and mandatory reporting requirements. In addition, dedicated staff will ensure most needed inventory controls as required by Secretary of State and DOC policy. Due to lack of FTE, DOC faces risk and impact for the following:
    - Hardware Lifecycle program
    - Software Lifecycle program
    - Inventory program

- **IT Governance Program Oversight including Data Security Program:** Currently DOC's IT Services CIO performs the strategic duties and manages external partnerships while also performing the internal IT operational administrative duties. The sheer volume of operational responsibilities dwarf opportunities for strategic business alignment towards enterprise services. With the omittance of a Deputy CIO/IT Administrator role, DOC incurs the risk of operational deprecated service delivery, increase in operational risk, unmet communication opportunities, and enterprise alignment challenges. 1173

  The other requested FTE would assist in ensuring operational efficiency, allow for stronger risk management, vendor management, decrease the risk of audit findings regarding IT vendor management, licensing, hardware/software ownership, regulatory compliance and data security with a focus on encrypted network infrastructure meeting CJIS and HIPPA requirements; LEDS support as a partner agency; Investigation & Forensics support services; Enabling and sustaining Video/Audio Conferencing service's needs.

- **Promoting Staff Wellness Agency Core Value/Vision:** Seventy five (75) percent of existing IT staff have expressed unmanageable workloads and employment dissatisfaction due to workload and inability to provide critical services to the business. Weekly overtime and mandatory on-call is frequent and proves costly. This vulnerability is an agent towards staff burnout, thus not enabling the agency's vision and priority towards staff wellness "Valuing Employee Wellness." (Destination 2026)

- **Adult in Custody Programs Technology Support Gap:** IT Services lacks positions who can be dedicated full-time to maintain the operation and security of these programs. Impacted programs include

    - Cottage Industries Programs: (PRAS and revenue) such as Photo program, Benchmate Maintenance Program , CAD Program, Wood and Metal Shop engraving and BNC Programs, Music programs, Dog programs, etc;
    - Inmate Work Programs for example, supporting approx. 500 stand-alone inmate clerical workstations in institution administrative areas; LEAP (Linking to Employment Activities Pre-

Release) Program; and mandated GED (General education development) program within GED labs in all but one DOC institution.

- Inmate Thin-Client Network Services: This network is comprised of 500 thin-client workstations, 63 network switches and 11 hosted applications at 14 sites across the state. Programs hosted on this stand-alone network:
  - **Education Program:** Lack of resources has prevented DOC ITS from fulfilling DOC Education, and other Inmate and Community Advocacy team requests to implement a cloud-based learning management system; failing to fulfill these requests has not allowed colleges and universities in providing degree-offering programs to inmates.
  - **Law Library Mandate:** Limited FTE has prevented DOC ITS from fulfilling a secure online law library service (internet) based on a full redesign work effort for the Inmate Network. This prevents DOC from realizing a monthly licensing cost savings of $17,000 because DOC is forced to continue providing an on premise legal library resource to inmates.

- **Institution Secure Device Network:** Critical support services deficiencies for providing engineering and network services are currently provided by one (1) FTE. Institutions utilize automated door locks, gate mechanisms and video cameras to maximize human resources to supervise 12, 810 inmates across 13 institutions. There are hundreds of doors, gates and cameras at each of 13 institutions whose operation is facilitated and managed via a secure device network.

Recommendations

Approve Alternative 4 (Components A+B+C) which is 63 new positions and the permanent funding for the reclass of six existing positions, $15,884,124 General Fund. Add $466,904 ongoing base budget for IT technical training (Component D). Alternative 4 and Component D meet all selection criteria in alignment with DOC and OSCIO strategic goals towards the Governor's priorities, i.e. supporting the Governor's core values in efficient and effective delivery of government services. DOC will further assess detailed FTE impact ratios towards these critical programs and projects.

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The recommendation is to approve POP 116 a+b+c for 63 FTE added positions, permanent funding to reclass six existing positions, +116d for annual technical training, $16,351,028 General Fund.

Implementation Strategy

DOC Information Technology Services continues to enhance its ***Strategic Services* road-map**; has identified critical service areas that need attention in order to build strong foundational platforms for DOC's current and future needs, reliant on FTE. Additional FTE with desired skills, experience and capabilities will be further aligned based on *Destination 2026 and ITS service strategy* towards exemplary ***Enterprise Service Delivery.*** Onboarding Staff will occur on an incremental basis, supported by an *Organizational Change Management Transition Plan*. Focused Training will be selected to fit the service needs moving towards the next level of CMMI Maturity. DOC acknowledges not having existing facility capacity to house the additional positions in this component request. However, another policy option package is being submitted for 2019-21 seeking funding to build a ***Public Safety Center Campus***. If approved, positions currently located at the current IT facility would move to the new building providing the needed space for the additional staff. IT Services is currently piloting a work from home and shared work space concepts. These concepts could be utilized if the additional positions are appropriated prior to the public safety center campus.

IT Services will partner with DOC Recruitment taskforce in recruiting these three components separately:
Priority 1: Component A – Funding for existing staff; urgent need
Priority 2: Component B – Funding for new positions; critical need

Consequences of Failure to Act

The agency needs a sustainable IT Services staffing resolution to transform DOC technology towards Destination 2026. Currently DOC's IT Services staffing is not meeting the recommended levels, which causes a reactive service model instead of promoting a pro-active one. This low level of staffing is a primary contributing factor to a number of gaps identified in the MTG and Internal Audit assessments.

Risks detailed within the Risk section will be potentially realized. Day to day emergencies will continue to impact Business programs & projects. Partnerships and shared services opportunities with OSCIO, other agencies will continue to be at risk.

Information security cannot be effectively achieved solely by the centralized security team. Unified information security still requires agencies to be responsible for activities that cannot be effectively covered by a centralized enterprise security team. Agencies need to perform information security functions that compliment or nest into Enterprise services and, in some cases, will need to retain certain roles wholly. Without the funding of these necessary roles, DOC is left vulnerable.

DOC will remain vulnerable towards staff burnout and not meeting the agency's priority for staff wellness. Seventy five (75) percent of existing staff IT have expressed unmanageable workloads and employment dissatisfaction due to workload and inability to provide critical services to the business.

Insufficient staffing staff level puts the agency at risk in providing DOC agency-wide program service delivery and support. Highlighted programs include: Performance Recognition Award System (PRAS), ITAM – IT Asset Management & Compliancy Program, Case Management Assessment (CMA), Short Term Transitional Leave (STTL), IT Governance Program Oversight, Data Security Program, Scars-Marks-Tatoos (SMarT), Staff Wellness Program, Education and Law Library Programs, Quality Assurance Program, and IT Project Governance & Architecture Services Alignment.

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Appendix A – IT Services Training

IT Services Training:

Training Title	Cost?	Why this would be of value?	Current Technical Staff that need this training?	NEW staff that need this training?	Total ($)
ITIL Foundation	$700	Foundational understanding	10	0	**$7,000**
SkillSoft Online Training Library	$391	Virtual training subscription	89	0	**$34,799**
Technical Support					

Managing Enterprise Devices and Apps using System Center Configuration Manager and Windows Intune (MS-20696)	$2,975	Practice configuring and managing day-to-day management tasks, inventory, applications create management queries and reports.	2	0	**$5,950**
55005 Microsoft Report Builder 3.0 with SQL2008R2, SQL 2012 and SQL 2014	$1,190	The course covers the Report Builder 3.0 wizards, basics of report design, intermediate reports with report parameters and report expressions, report visualizations including graphs, charts, images and gauges.	3	0	**$3,570**
CompTIA Network+	$500	Featuring more than 80 lab exercises that will challenge you to solve problems based on realistic case studies, this manual provides complete coverage of key skills and concepts, such as network architectures, Ethernet basics, routing, IPv6, remote connectivity, managing risk, network security, and much more.	23	23	**$23,000**
Communication Services Desk (iLearn class)	$400	The primary audience for this course is the Service Desk Representatives. Focus of this course is providing customer services through electronic mediums (email, phone, IM, etc.)	4	6	**$3,600**
Microsoft 10982 Supporting and Troubleshooting Windows 10	$2,975	The primary audience for this course is the Enterprise Desktop Support Technician (EDST), who provides Tier 2 support to users running Windows 10 personal computers (PCs) and devices in medium to large enterprise organizations, within a Windows domain environment. The secondary audience for this course are IT professionals who administer and support Windows 10 desktops, devices, users, and associated network and security resources. Students who seek certification in the 70-697, Windows 10 Configuring exam will also benefit from this course.	6	0	**$17,850**
TECHNICAL SUPPORT TOTALS					**$53,970**
IT Project Management & Governance					
Oregon Project Management Certification Program (OPMCP)	$3,335	Is the state of Oregon government's premier project management development program develop leaders in the project management field.	3	3	**$20,010**
PMI and WV Chapter	$200	Membership and Professional Development Units for attending	4	0	**$800**

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		focused work groups, webinar and accessing online resources.			
Professional PMI related business analyst	$2,000	Covers business analysis methods, plans, deliverables, and control.	0	3	**$6,000**
Aligning Projects & Strategy: Introduction to Portolios & Programs	$435	Program management to coordinates a set of integrated projects and portfolio management to optimize a larger collection of projects in investments for achieving strategic objectives.	2	0	**$870**
Certified Scrum Master (CSM)	$405	Approaches, framework, techniques, implementation, roles, artifacts, scrum team, estimating, and planning.	0	6	**$2,430**
PMI Chapter Annual Conference in Oregon	$400	Topical training and networking with those managing state projects	4	8	**$4,800**
ITIL, TOGAF and Zachman ongoing training	$3,000	Foundational and intermediate Training for Enterprise Architect Services	1	1	**$6,000**
IT PROJECT MGMT. & Governance TOTALS					**$40,910**
Development					
Microsoft 20462 Administering Microsoft SQLServer Databases	$2,975	This five-day course provides students with the knowledge and skills to maintain a Microsoft SQL Server 2014 database. The course focuses on teaching individuals how to use SQL Server 2014 product features and tools related to maintaining a database.	2	8	**$29,750**
Microsoft 20488 Developing Microsoft SharePoint 2013 Core Solutions	$2,975	The course is intended for professional developers who develop solutions for SharePoint products and technologies in a team-based, medium-sized to large development environment.	3		**$8,925**

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Microsoft 55033 SharePoint 2013 Site Collection and Site Administration	$2,975	This course will provide the student with a deeper, narrowly-focused training on the important and popular skills needed to be an administrator for SharePoint site collections and sites.	3		**$8,925**
Microsoft 20480 Programming in HTML5 with JavaScript and CSS3	$2,975	This course provides an introduction to HTML5, CSS3, and JavaScript. This course helps students gain basic HTML5/CSS3/JavaScript programming skills.	12	4	**$47,600**
10266 Programming in C# with Microsoft Visual Studio 2010	$2,975	The course focuses on C# program structure, language syntax, and implementation detailswith .NET Framework 4.0. This course describes the new enhancements in the C# 4.0 language by using Visual Studio 2010.	13		**$38,675**
SEQUEL: Basic ViewPoint	$400	This introductory class (no prerequisites) is for anyone who needs to use SEQUEL to access data. You'll learn how to create, modify, and run basic SEQUEL views (queries).	12	4	**$6,400**
SEQUEL: Intermediate ViewPoint	$500	This class is for SEQUEL ViewPoint users who need more than basic SEQUEL views.	8	4	**$6,000**
SEQUEL: Training On-demand	$3,200	SEQUEL Advanced Administration training	2	0	**$6,400**
DEVELOPMENT TOTALS					**$152,675**
Information Systems		Summarize the data in your views			
Microsoft 20411 Administering Windows Server 2012	$2,975	Use the SEQUEL Tabler	4	3	**$20,825**
Microsoft 20412 Configuring Advanced Windows Server 2012 Services	$2,975	Create and manipulate dates	4	3	**$20,825**
Microsoft 10969 Active Directory Services with Windows Server	$2,975	Use Union to combine information	4	3	**$20,825**
Microsoft 20332 Advanced Solutions of Microsoft SharePoint Server 2013	$2,975	The course track is targeted at experienced IT Professionals interested in learning how to install, configure, deploy and manage SharePoint Server 2013 installations in either the data center or cloud. In addition, Business Application Administrators (BAAs) who are engaged in the administering line-of-business (LOB) projects in conjunction with internal business customers would benefit from understanding of managing SharePoint Server 2013.	2		**$5,950**

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Microsoft 55122 SharePoint 2013 Search Administration	$1,785	This course is intended for SharePoint Search Administrators. •SharePoint Server Administrators. •Anyone wanting to drive user efficiency and SharePoint adoption. Use the search reports to monitor both search and user activity. •Customize the search and search results pages. •Improve user search results using Authoritative Pages, Query Rules and Query Suggestions. •Describe and plan for alternate search techniques including PowerShell, web services and custom code.	2		**$3,570**
Microsoft 20341 Core Solutions of Microsoft Exchange Server 2013	$2,975	This course is intended for people aspiring to be enterprise-level messaging administrators. Others who may take this course include IT generalists and help desk professionals who want to learn about Exchange Server 2013.	2		**$5,950**
Microsoft Windows Server 2012 MCSA Bootcamp	$4,995	This course will provide experienced IT professionals who wish to either upgrade their skills for the purpose of certifying on Microsoft Windows Server 2012 or who wish to gain information on Windows Server 2012 in an accelerated fashion	2		**$9,990**
Information Systems TOTALS					**$87,935**
IT Services Security					
SolarWinds Log & Event Management; Patch Management	$15,000	Install, configure, deploy and administer two products: LEM and Patch Management	4		**$60,000**
Security Essentials Bootcamp SEC401	$5,620	Learn the most effective steps to prevent attacks and detect adversaries with actionable techniques that you can directly apply when you get back to work. Learn tips and tricks from the experts so that you can win the battle against the wide range of cyber adversaries that want to harm your environment.	1		**$5,620**
Advanced Security Essentials SEC501	$5,620	Effective cybersecurity is more important than ever as attacks become stealthier, have a greater financial impact, and cause broad reputational damage. SEC501: Advanced Security Essentials - Enterprise Defender builds on a solid foundation of core policies and practices to enable security teams to defend their enterprise.	1		**$5,620**

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Securing the Human: How to Build, Maintain and Measure a High-Impact Awareness Program MGT433	$2,130	Organizations have invested a tremendous amount of money and resources into securing technology, but little if anything into securing their employees and staff. As a result, people, not technology, have become their weakest link in cybersecurity.	1		**$2,130**
Security Leadership Essentials for Managers with Knowledge Compression (Online) MGT512	$5,265	This completely updated course is designed to empower advancing managers who want to get up to speed quickly on information security issues and terminology. You won't just learn about security, you will learn how to manage security. Lecture sections are intense; the most common student comment is that it's like drinking from a fire hose. The diligent manager will gain vital, up-to-date knowledge and skills required to supervise the security component of any information technology project.	1		**$5,265**
EC-Council Computer Hacking ?Forensics Investigator (CHFI) v8.0	$3,495	This course will provide participants the necessary skills to identify an intruders footprints and to properly gather the necessary evidence to prosecute in the court of law.	2		**$6,990**
Certified Information Security Manager (ICSM)	$1,995	In this course, students will establish processes to ensure that information security measures align with established business needs.	2		**$3,990**
IT SERVICES SECURITY TOTALS					**$89,615**
Total Costs					**$466,904**

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Appendix B – Salary Worksheet

Salary Worksheet

POP 116 Alternatives for Business Case

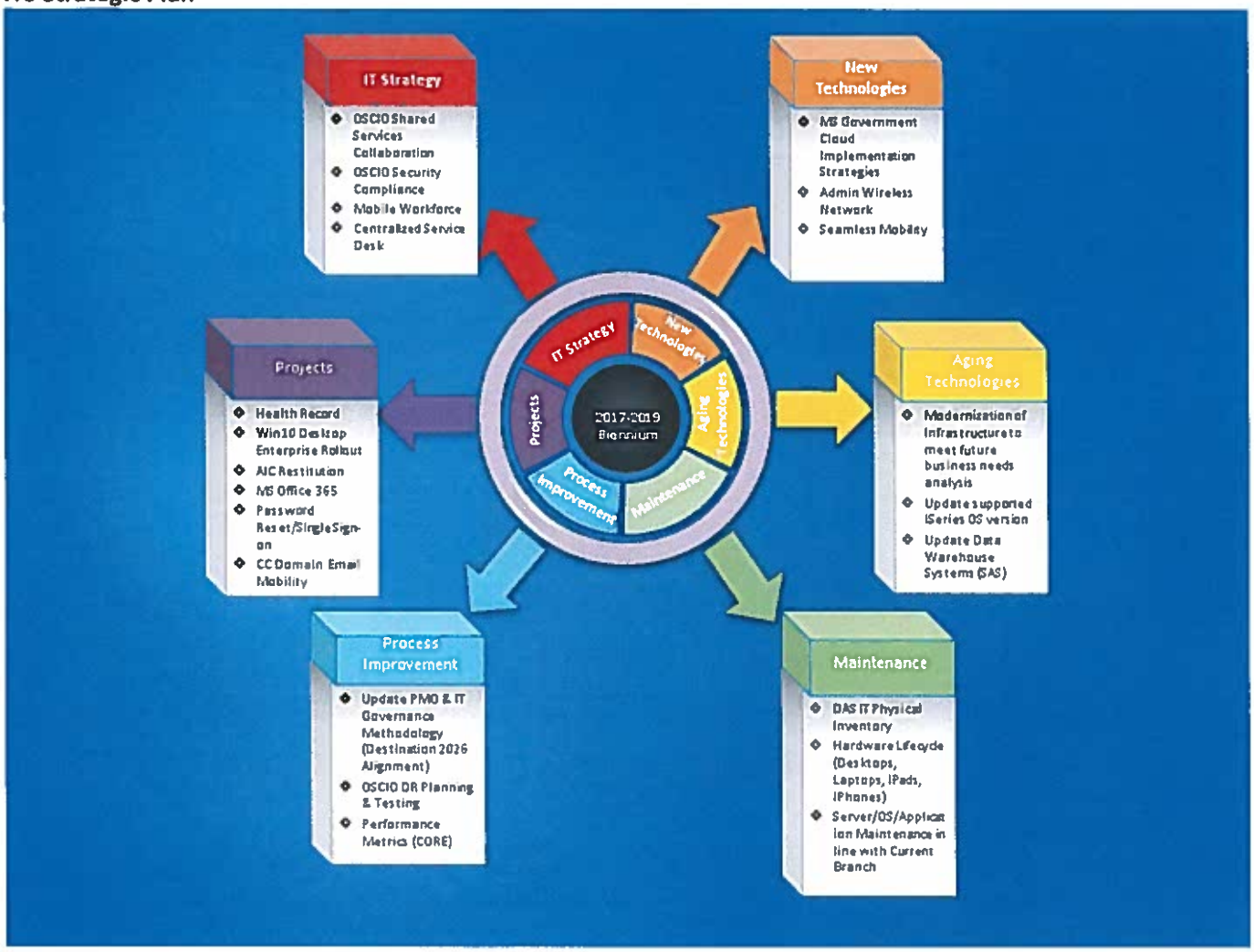
		A	*A + B*	*A + B + C*		*D*	*A + B + C + D*
	Alt #1	**Alt #2**	**Alt #3**	**Alt #4**		**Training**	**Recommendation**
Personal Services	0	1,625,645	4,850,773	14,212,797	***Add request for on-going funding to support needed annual technical training for existing IT staff.***	-	14,212,797
S&S	0	159,174	530,580	1,671,327		466,904	2,138,231
Total	0	1,784,819	5,381,353	15,884,124		466,904	16,351,028
POS	0	6	20	63		0	63
FTE	0.00	6.00	20.00	63.00		0.00	63.00

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POP Section Breakdown

Section	Request	POS	FTE
Part A	1,784,819	6	6.00
Part B	3,596,534	14	14.00
Part C	10,502,771	43	43.00
Part D	466,904	0	0.00
Total	**16,351,028**	**63**	**63.00**

ITS Strategic Plan



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Appendix D: CORE Fundamentals Map

Figure 1 CORE Fundamentals Map (May 2018)

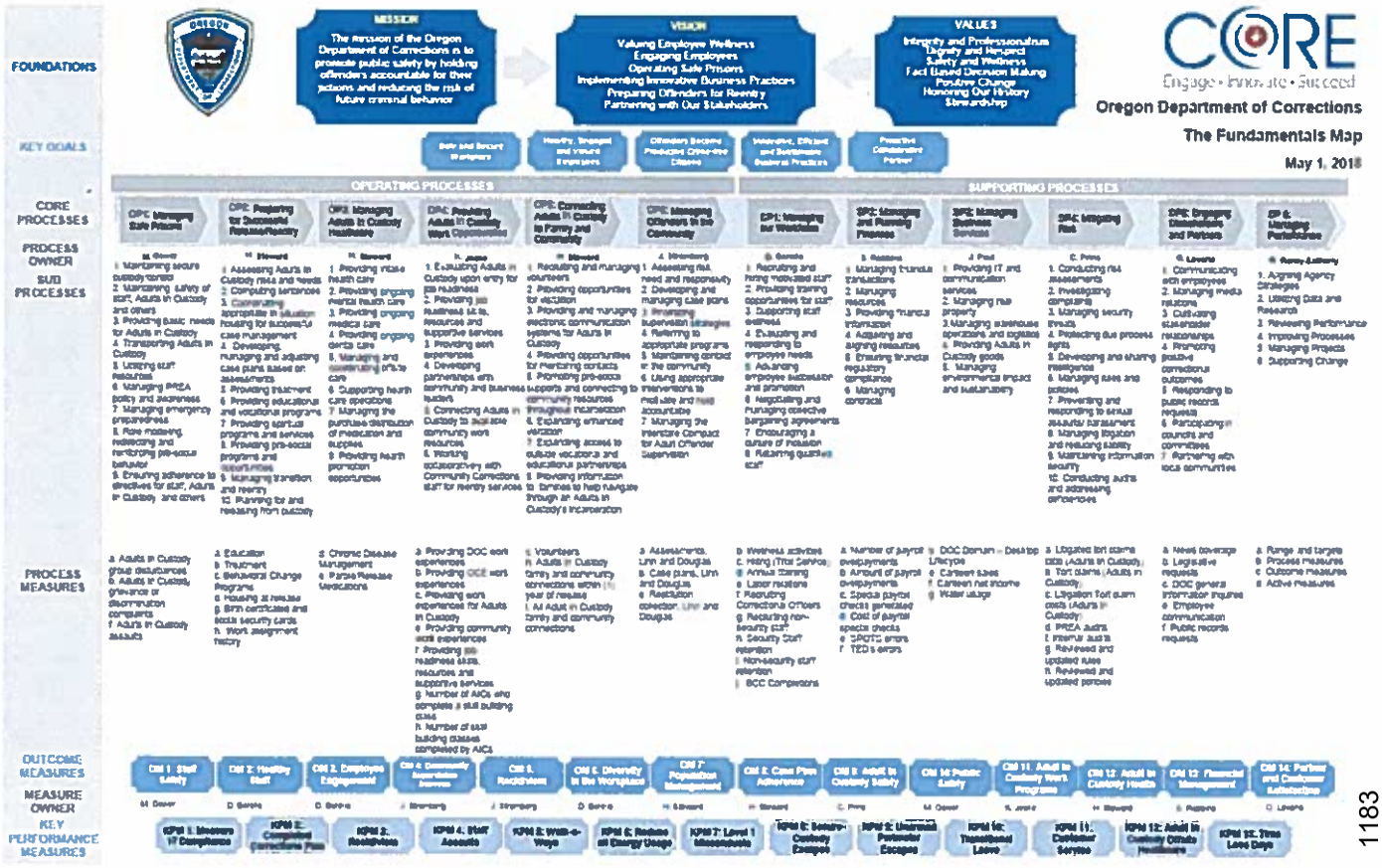
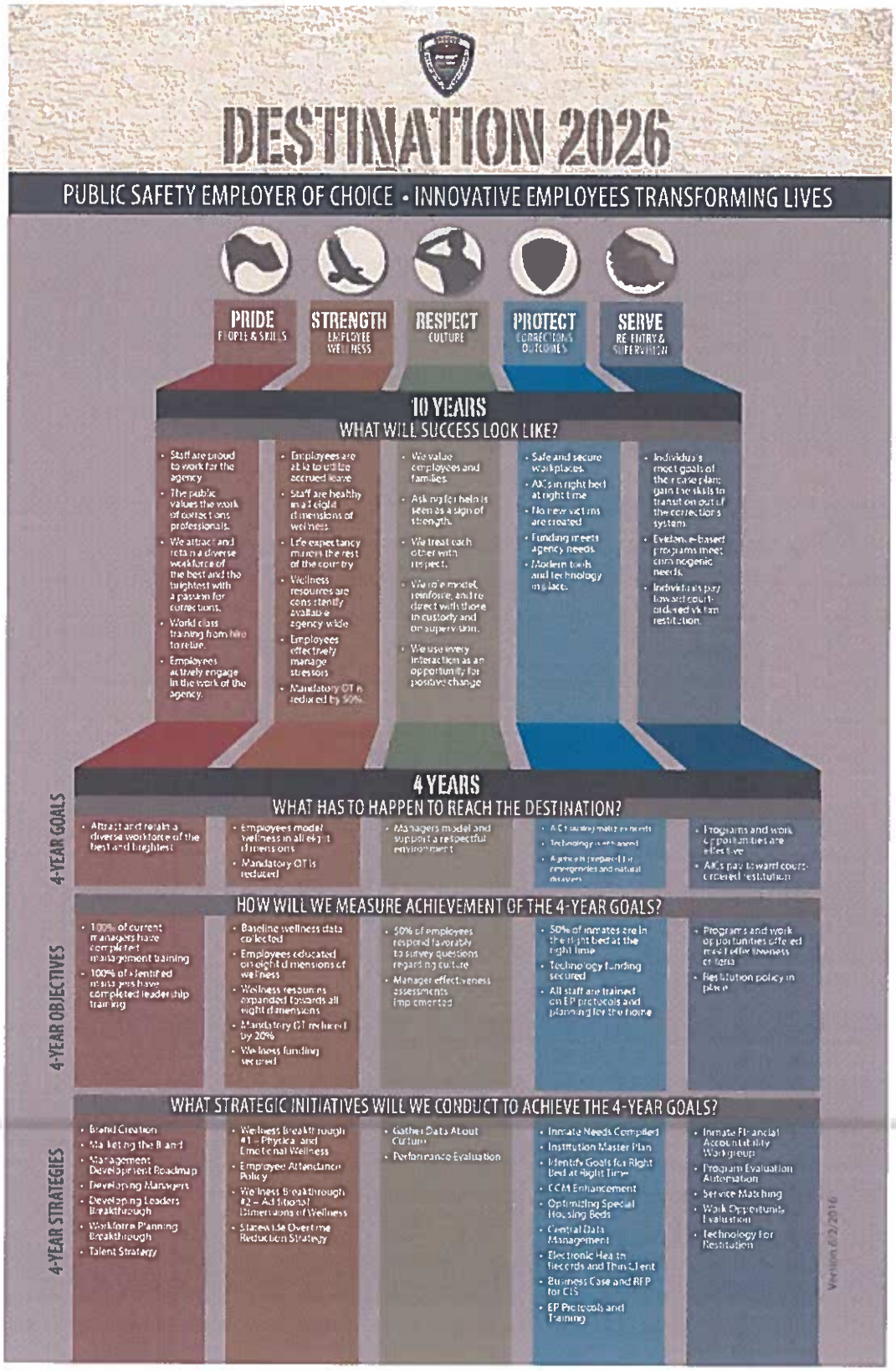


Figure 2 Destination 2026 – Building Our Future to Serve the Public



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Figure 3 Destination 2026 – What Will Success Look Like?



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Business Case for

POP 124d Opioid Overdose Prevention Program Component Body Scanners

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Oregon Department of Corrections, Operations Division / Office of the Inspector General

Date: June 28, 2018
Version: 1.0
Authors: Melissa Nofziger

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Web site https://www.oregon.gov/doc/pages/index.aspx

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	POP 124d Opioid Overdose Prevention Program Component: Body Scanners (v1.0)		
AGENCY	Oregon Department of Corrections	DATE	06/28/2018
DIVISION	Operations/Inspector General	DAS CONTROL #	TBD
AGENCY CONTACT	Melissa Nofziger	PHONE NUMBER	503-945-0941

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	
Brian Belleque, DOC Deputy Director (or Designee)	**June 29, 2018**
Signature	
Agency Executive Sponsor	
Craig Prins, DOC Inspector General (or Designee)	**June 29, 2018**
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
David Alamein, DOC Chief Information Officer (or Designee) Bethina Davis	**June 29, 2018**
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Officer (CIO) IT Investment and Planning Section	
DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

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Executive Summary

The Oregon Department of Corrections (DOC) operates correctional facilities and performs functions related to legislative approved programs for approximately 14,500 Adults in Custody (AIC), also referred to as inmates, 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, DOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is DOC's performance management and process improvement method. In 2016, Destination 2026 was developed. Destination 2026 is the agency's 10-year strategic plan with the goal of the Department of Corrections to become the public safety employer of choice with innovative employees who transform lives.

The DOC has established an Opioid Overdose Prevention task force to bring forward policy recommendations to combat the drug problem in this country and our prisons through a comprehensive platform that addresses prevention/interdiction, treatment, and enforcement/accountability. This approach seeks to upgrade security practices through the use of technology and treatment that will address opioid drug addiction as a public health crisis and limit staff and inmate exposure to dangerous controlled substances.

According to Northpoint Recovery, a local drug and alcohol treatment center, illicit drug use in Oregon exceeds the national average, per capita. This epidemic has not bypassed the DOC. The trend for the type of drugs that have been seized during searches in the DOC has been very similar to national trends.

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Currently DOC staff conduct traditional searches by performing clothed pat searches and unclothed searches of inmates. In some institutions, inmates are also processed through a metal detector to access high security portions of the institution. These types of searches are only effective if the inmate is hiding contraband on their body in a way that can be felt during a clothed pat search, seen during an unclothed search, or discovered with a metal detector. Visitors are processed through a metal detector or a metal detecting wand is used when coming into an institution to visit. These types of searches are only effective if the contraband being smuggled into an institution by a visitor is made of metal.

Traditional methods of conducting area searches, clothed and unclothed searches, and utilizing metal detectors have not been sufficient to curb the increase in drug use that has been seen in DOC institutions. In June 2016, an inmate in the custody of DOC died from a balloon of heroin that ruptured in his stomach. Full-body scanners would likely have detected the balloon. It is possible we could have saved his life. The use of full-body scanning technology that detects contraband hidden inside and on an offender's body would bring DOC into the 21st century.

A review of local jails found that some were using technology to successfully mitigate contraband coming into their facilities. Full-body scanners have been in use for years by airports to search for contraband on individuals.

POP124d is a recommendation to procure eight full-body scanners at an estimated cost of $1,536,000 in General Funds with no additional positions for the 2019-2021 biennium. If POP 124d is approved, it will be part of the Opioid Overdose Prevention Package (POP124a-d). This program is comprised of:

1. POP 124a – ChemImage VeroVision Mail Screeners

2. POP 124b – Raman Spectrometer (Tru-Narc) Handheld Narcotics Analyzer
3. POP 124c – Drug Detecting K-9s and Handler Program
4. POP 124d – Body Scanners

The vast majority of the drugs in our prison system are brought in through visiting rooms or from inmates coming back into an institution from an outside work assignment. Full-body scanners will act to deter inmates and visitors from trying to bring in drugs, resulting in some visitors making better choices, thereby avoiding removal from visiting lists and possible criminal prosecution. Inmates will be less likely to try to break the rules if they know they will be caught, allowing them to maintain their work assignments. For those inmates and visitors that still try to smuggle in drugs, full-body scanners will make it more likely staff will be able to detect and confiscate the drugs before they make it into the institutions. Fewer drugs in our prisons will result in lives being saved and a higher, more positive, quality of life for the inmate population, due to fewer overdoses, fewer assaults, less extortion, less debt and less exposure to dangerous substances. Staff safety will be impacted positively as they will be less likely to be exposed to dangerous substances and dangerous situations (i.e. assaults) that have been created due to the drug trade in our facilities.

The primary deliverables for POP124d is the procuring and installation of self-contained full-body scanning technology. POP124d will support the State of Oregon Governor's Priority/Core Values; the DOC 10-year strategic plan (Destination 2026), and DOC processes, by reducing risk of litigation, reducing risk of injury to staff and inmates, reducing the introduction of contraband, and aiding in the recovering of addicts.

The full-body scanners are an easy to learn system for staff. They will allow DOC to conduct more thorough searches of inmates and visitors without putting them through any additional stress. DOC will be able to detect if an inmate or visitor is trying to smuggle drugs into an institution by hiding them internally, or in a sensitive area of the body not able to be searched in a clothed pat search (i.e. groin, chest).

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There will be a cost associated with providing training to staff in a timely manner. It is possible the training could negatively impact timely operations. There is a risk staff will find it difficult to adapt to the new search procedures. There will be additional power and space demands to accommodate the full-body scanners. It's also possible the time it takes to read a scan will negatively impact the operation of the facility.

If POP 124(a-d) is approved, there will be more efficient processes, which will translate into a significant drop in the number of drugs being brought into the state institutions, and a significant increase in illicit drug contraband finds within out institutions. These results will have a direct impact on the safety and security of our AIC, staff, contractors, and the community. We know that contraband, in the form of illicit drugs, which are introduced into secure correctional facilities are used for purposes that are in direct conflict with the correctional rehabilitation.

If POP124 is not funded, we will have no choice but to continue conducting searches in the inefficient manner we have available to us. This will continue to result in visitors being removed from visiting lists due to violation of rules, inmates being removed from work assignments and housed in higher custody facilities with more dangerous offenders. The possibility of both visitors and inmates being charged criminally for smuggling contraband into secure facilities will remain. The risk of more deaths and significant injury due to overdose will continue to rise. Staff will be susceptible to exposure to dangerous substances, risking significant injury. The number of assaults will likely continue to rise, as well as the number of the inmates being extorted, and treatment of addictions will continue to be difficult.

Purpose and Background

The Oregon Department of Corrections (DOC) operates correctional facilities and performs functions related to legislative approved programs for approximately 14,500 Adults in Custody (AIC), also referred to as inmates, 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."

The Oregon Department of Corrections has established an Opioid Overdose Prevention task force to bring forward policy recommendations to combat the drug problem in this country and our prisons through a comprehensive platform that addresses prevention/interdiction, treatment, and enforcement/accountability. This three-pronged approach seeks to upgrade security practices through the use of technology and treatment that will address opioid drug addiction as a public health crisis and limit staff and inmate exposure to dangerous controlled substances. We seek to purchase new technology and implement a K9 program to provide better security and reduce the amount of drugs and other contraband coming into the institutions. These additions to DOC's enhanced interdiction would also significantly limit the possibility of staff and inmate exposure to dangerous substances.

Policy Option Package (POP) component 124d is requesting to bring in body scanners to all of the DOC institutions that are a custody classification of two (2) or lower, which are:

- Columbia River Correctional Institution
- Deer Ridge Correctional Facility
- Mill Creek Correctional Facility
- Powder River Correctional Facility
- Santiam Correctional Institution
- Shutter Creek Correctional Facility
- South Fork Forest Camp
- Warner Creek Correctional Facility

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This POP is designed to meet the long-term objective of Destination 2026 in regards to the availability of modern tools and technology.

In 2013, DOC started a new initiative titled Correctional Outcomes through Research and Engagement (CORE). CORE is DOC's performance management and process improvement method to support the agency's mission, vision, values, goals, and objectives by measuring and evaluating targeted outcomes across the organization. POP 124d supports the OP1: Managing Safe Prisons, and SP4 Mitigating Risk.

Background

Centers for Disease Control and Prevention have outlined the growing Opioid Epidemic in the United States. Around 66% of the more than 63,600 drug overdose deaths in 2016 involved an opioid. In 2016, the number of overdose deaths involving opioids (including prescription opioids like heroin and illicitly manufactured fentanyl) was five (5) times higher than in 1999. On average, 115 Americans die every day from an opioid overdose. A relative newcomer to the battle against dangerous substances, Fentanyl is 30 to 50 times more potent than heroin, just two (2) milligrams is considered a deadly dose. It only takes a small amount of fentanyl inhaled through the nose or mouth and absorbed by mucous membranes to cause severe adverse reactions.

According to Northpoint Recovery, a local drug and alcohol treatment center, illicit drug use in Oregon exceeds the national average, per capita. According to 2016 national survey results, Oregon is ranked 10th nationally for past year (2016) heroin use for people ages 12 or older, a distinct shift from 22nd in 2015. (See Oregon-Idaho HIDTA 2019 Drug Threat Assessment) Drug abuse in Oregon is roughly the same across all age categories. Of Oregon's prison population, 23% of inmates are incarcerated because of drug offenses, 5% solely for a drug charge, and 18% for a combination drug/other offense. The majority of felony drug convictions in Oregon were due to delivery (87%), possession (11%), and manufacturing (2%).

This epidemic has not bypassed the Department of Corrections. Oregon Administrative Rule 291-105 prohibits inmates from possessing any form of contraband. Contraband is defined as "any article or thing which an inmate is prohibited by statute, rule, or order from obtaining, possession, or which the inmate is not specifically authorized to obtain or possess, or which the inmate alters without authorization." Controlled substances (drugs) are some of the most serious forms of contraband for an inmate to possess. Controlled substances are defined as "a drug or it's precursor as listed in ORS 475.005 through 475.999." The majority of Unusual Incident Reports for contraband involve drugs. The trend for the type of drugs that have been seized has been very similar to national trends. Currently DOC staff conduct traditional searches by performing clothed pat searches and unclothed searches of inmates. In some of the higher custody institutions, inmates are also processed through a metal detector to access high security portions of the institution. Searches of inmates occur prior to going into a visit and upon completion of a visit. They also occurred as an inmate is reporting for a work assignment and upon completion of the work assignment. The majority of the times, the searches performed in these instances are clothed pat searches. Any time an inmate leaves or enters an institution for a trip (medical, transfer, court, etc.) they are searched. These searches are unclothed searches. In an unclothed search of an inmate, staff do not touch the inmate in any way. The inmate is directed, verbally, in what to do during the search. These types of searches are only effective if the inmate is hiding contraband on their body in a way that it can be felt during a clothed pat search, seen during an unclothed search, or discovered with a metal detector. Drugs, however, will not be detected in any of these searches if the inmate has hidden the contraband internally; which is often the case.

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Visitors are processed through a metal detector or a metal detecting wand is used when coming into an institution to visit. If the visitor cannot pass the metal detector, they can opt for a clothed pat search. Visitors are not searched at the conclusion of the visit. These types of searches are only effective if the contraband being smuggled into an institution by a visitor is made of metal. A metal detector will not detect controlled substances. If the visitor goes through a clothed pat search, any contraband will only be found if the visitor has hidden it in a place that will be felt during a pat search. If the visitor has hidden the contraband internally, or near a sensitive body area, the drugs will not be detected.

Traditional searches have proven to be less than sufficient to address the introduction of drugs into facilities.

Problem or Opportunity Definition

Traditional methods of conducting area searches, clothed and unclothed searches, and utilizing metal detectors have not been sufficient to curb the increase in drug use that has been seen nationally, in Oregon, and in Department of Corrections' institutions. Utilizing modern technology would allow Officers to better detect drugs being brought into the facility while at the same time limiting their own exposure to contact with these substances. As traditional searches have proven to be less than sufficient to address the introduction of drugs into facilities, the use of full-body scanning technology that detects contraband hidden inside and on an offender's body would bring DOC into the 21st century. While we do not have any data to show how many searches have not been successful, we know the substances are getting into the institutions and being used by the inmate population. In 2017, 899 inmates were found to have been in possession of some form of drug: 122 inmates were found in possession of a controlled substance; 391 inmates were found to have been in possession of some form of an intoxicant; 301 inmates were found to have a controlled substance in their urine; 82 refused to submit to a urine sample, which suggests they knew the results would show a controlled substance in their urine; and three (3) inmates deliberately altered or tainted their urine sample to attempt to hide the fact that they were using a controlled substance. By May 31, 2018, the number of inmates found to have been in possession of some form of drug was already 434.

A review of local jails found that some were using technology to successfully mitigate contraband coming into their facilities. Body scanners had been installed in their intake areas to give officers a better tool to reduce contraband and drugs coming into their facility. As traditional searches have proven to be less than sufficient to address the introduction of drugs into facilities, the use of full-body scanning technology that detects contraband hidden inside and on an offender's body would bring the Department of Corrections into the 21st century.

Full-body scanners have been in use for years by airports to search for metal concealed on individuals, but emerging technology enhances body scans by identifying both metallic and organic materials. Current DOC searching techniques do not pick up contraband hidden within a person's body unless it contains a metal substance. Without this technology, we have no way to detect illicit substances that may be hidden internally. In June 2016, an inmate in the custody of DOC died from a balloon of heroin that ruptured in his stomach. The body scanners would likely have detected the balloon, which would have resulted in the inmate being on a watch. It's possible we could have saved his life. Without the body scanners, we will be forced to continue our business as we currently do and risk losing more lives.

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Alternatives Analysis

Assumptions

The primary deliverables for POP124d is the procuring and installation of self-contained full-body scanning technology. Includes configuration and training of staff.

- The procurement will follow DAS IT Procurement rules, procedures, and guidelines.
- All eight identified DOC facilities would be operating the body scanners using standardized procedures.
- While DOC's IT Services would be involved during the procurement of a solution, the body scanners installation, training, and maintenance would be supported by the vendor.
- Body scanner purchasing costs are projections on current vendor pricing.
- There will be ongoing cost for maintenance for future biennia; estimated at 20% cost per unit.

Selection Criteria and Alternatives Ranking

Quantifying Results
The strategic initiatives this concept plans to support are:

- State of Oregon Governor's Priority/Core Value
  - One of the Governor's core values is the efficient and effective delivery of government services.
  - The use of software and information technology is critical in improving service delivery and customer service for everyone involved including employees, adults in our custody, offenders under Community supervision, victims, other agency stakeholders and the tens of thousands of Oregonians impacted by the criminal justice system.
- Agency Destination 2026 "modern tools and technology are in place."
- CORE Processes
  - The Operating Process (OP), OP1, Managing Safe Prisons
  - The Supporting Process (SP), SP4, Mitigating Risk

The result of this effort will support these initiatives by:

- Procuring a full-body scanning solution; estimated at 12 months
- Implementing a full-body scanning solution through a vendor established schedule
- Reducing the introduction of contraband
- Aiding in the recovering of addicts
- Mitigating the risk of lawsuit to DOC
- Mitigating the risk of injury to staff and inmates due to exposure to controlled substances
- Mitigating the risk of injury to staff and inmates due to assault from an inmate under the influence

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Solution Requirements

The full-body scanners should fulfill the following functional requirements/user stories: The full-body scanners are an easy to learn system for staff. They will allow DOC to conduct more thorough searches of inmates and visitors without putting them through any additional stress. The full-body scanners will allow DOC to detect if an inmate or visitor is trying to smuggle drugs into an institution by hiding them internally, or in a sensitive area of the body not able to be searched in a clothed pat search (i.e. groin, chest). They will act as a deterrent in that there will likely be inmates and visitors who choose not to try to bring drugs into an institution for fear this technology will detect it, thereby avoiding criminal charges for introduction of contraband.

During operation, the inmate stands on an automated platform that moves him or her through the machine, scanning the body with a one mm-thick radiation beam. As the beam passes through the inmate's body, the system measures how much density is left in the beam. The information is then processed and relayed to a computer that reconstructs the image. Officers operating the system study the rendering of the inmate to see if anything looks out of place. The system shows officers something as minute as a filling in someone's tooth. Although the system scans a person's entire body inside and out, it doesn't show as much soft tissue detail as the Transportation Security Administration's scanners, so inmates' privacy is protected.

This is one of the components of the Opioid Overdose Prevention Package (POP 124a-d) and would supplement the overall effectiveness of POP124.

Alternatives Identification

Alternative 0: Status Quo (defined as the present situation)

Continue the traditional searches with current business processes that are not keeping up with optimal contraband findings.

Alternative 1: Full-body scanners

Vendor provided and supported full-body scanning solution to meet DOC's immediate business automation needs, and a vendor provided implementation schedule leveraging vendor resources and training.

Alternatives Analysis

DOC is seeking funding to implement and maintain full-body scanners for the eight identified facilities.

Table 1 POP 124c Body Scanners – Alternatives

	Alternative 0 Continued Status Quo	Alternative 1 Proposed Funding
Opioid Overdose Prevention	2019-2021 Costs: None FTE: None Positions: None	2019-2021 Costs: $1,536,000 FTE: None Positions: None

DOC is requesting an estimated $1,536,000 General Fund and no additional positions for the 2019-2021 biennium.

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Cost
Total estimated costs for a 6-year lifecycle; hardware is estimated at $1,280,000 & maintenance is an estimated 20% of the hardware total: $256,000 ($32,000 per unit per biennium).

Table 2 POP 124c Estimated Costs 2019-2025

	07/2019-2021	07/2021-2023	07/2023-2025
Body Scanner Expenditure	$1,280,000 $ 256,000	$256,000	$256,000
Total:	$1,536,000	$1,792,000	2,048,000

Benefit

- Replacing traditional searches for visitors with full-body scanners will increase the finding of contraband.
- Adding the full-body scanners to traditional searches for inmates will increase the finding of contraband.
- Promoting more efficient processes.
- Ensuring safe and secure facilities by upgrading security practices.
- Implementing full-body scanners will benefit institution staff in limiting the number of instances of responding to an inmate under the influence of controlled substances, thereby reducing the risk of injury.
- Limiting the possibility of staff and inmate exposure to dangerous substances.
- Securing and reducing the amount of drugs and other contraband coming into the institutions.
- Ensuring agency transformation towards Destination 2026.
- Aiding in addiction recovery for the inmate population by reducing available product.
- Aiding in safer institutions for inmates be reducing the likelihood of extortion for drugs
- Aiding in safer institutions for inmates by reducing assaults due to debt for purchase of drugs.
- Aiding in safer institutions for inmates by reducing the likelihood of overdose by reducing the amount of drugs available.
- The use of full body scanners will act as a deterrent to visitors and inmates, knowing that there is a greater likelihood that contraband may be more easily discovered.

Risk

- Cost of training: Training will have to be provided in a timely manner to staff operating the full-body scanners.
- Staff operating the full-body scanners will need to be trained prior to staffing the scanners, which could impact timely operations.
- Staff might prefer the traditional search procedures and find it difficult to change/adapt to full-body scanner procedures.
- Additional power demands might pose a challenge for institutions depending on the placement of full-body scanners.
- The time it takes to read a scan will negatively impact the operation of the facility, possibly significantly.
- The amount of space required to house the full-body scanners and the necessary additional hardware might be difficult to find or create.
- If this POP is not funded, staff will continue to search as they do currently, which will result in more and more contraband making it into the facilities.
- With the introduction of Fentanyl into Oregon's Prison system, if this POP is not funded, the risk of more deaths due to drug overdose continues to rise.

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Conclusions and Recommendations

Conclusions

If POP 124d is approved, it will be part of the Opioid Overdose Prevention Package. This program is comprised of

1. POP 124a – ChemImage VeroVision Mail Screeners
2. POP 124b – Raman Spectrometer (Tru-Narc) Handheld Narcotics Analyzer
3. POP 124c – Drug Detecting K-9s and Handler Program
4. POP 124d – Body Scanners

If POP 124(a-d) is approved, the agency expects there to be a significant drop in the number of drugs being brought into the state institutions and a significant increase in illicit drug contraband finds within out institutions. Both expected results will have a direct impact on the safety and security of our AIC, staff, contractors, and the community. We know that contraband, in the form of illicit drugs, which are introduced into secure correctional facilities are used for purposes that are in direct conflict with the correctional rehabilitation. This conflict includes reduced programming success, furtherance of substance addiction, extortion, illegal trade and bartering, staff and AIC assaults, murder, and increased inmate healthcare cost. The results will be measured in the Offender Management System by the number of Unusual Incident Reports for 'Contraband: Drugs' found within the facilities. Additionally, the use of technology will enable a multifaceted enhanced drug interdiction approach (body scanners, mail scanners, increase urine tests, reinstatement of K9 detection, and intelligence sharing) that was recently studied in California's prisons. The quasi-experimental study of institutions in which enhanced interdiction efforts were used saw a 20-25% reduction in overall urine drug test failures. The new technology and the K9 program will be components of an overall enhanced interdiction effort, which would be evaluated in a manner similar to the California study.

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Recommendations

It is recommended to procure the eight full-body scanners for the identified institutions. Procurement of the eight full-body scanners will allow us to conduct more thorough searches of inmates and visitors coming and going into our institutions. We know the vast majority of the drugs in our prison system are brought in through visiting rooms or from inmates coming back from work assignments outside of the secure perimeters of the facility. The full-body scanners will act as a deterrent, preventing inmates and visitors from trying to bring in drugs. Which will result in some visitors making better choices and not being removed from visiting lists and possibly criminally prosecuted. Inmates will be less likely to try to break the rules if they know they will be caught, which will allow them to maintain their work assignments. For those inmates and visitors that still try to smuggle in drugs, the full-body scanners will make it much more likely that staff will be able to detect and confiscate the drugs before they make it into the institutions. Fewer drugs in our prisons will result in lives being saved and a higher, more positive, quality of life for the inmate population, due to fewer overdoses, less assaults, less extortion, less debt and less exposure to dangerous substances. Staff safety will be impacted positively as they will be less likely to be exposed to dangerous substances. They will be less likely to have to responds to dangerous situations (i.e. assaults) that have been created due to the drug trade in the facilities.

Consequences of Failure to Act

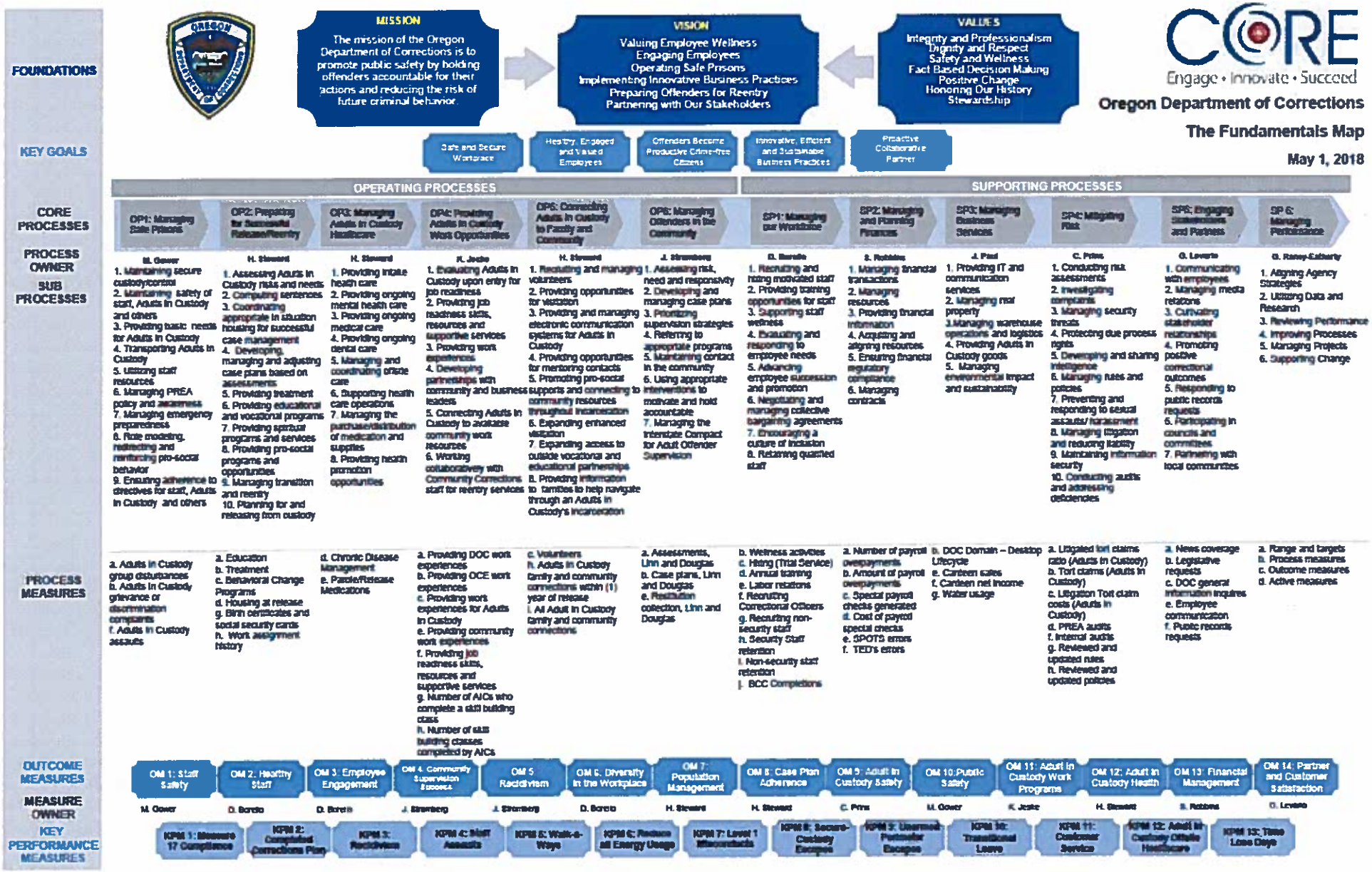
If not funded, we will have no choice but to continue conducting searches in the inefficient manner we have available to us. Drugs will continue to come into the institutions through visitors and inmates with outside work

assignments. This will continue to result in visitors being removed from visiting lists due to violation of rules, inmates being removed from work assignments and housed in higher custody facilities with more dangerous offenders. In addition, it is possible that both visitors and inmates will continue to be charged criminally for smuggling contraband into secure facilities. As drug use in Oregon continues to rise, it will likely continue to rise in prisons. The risk of more deaths and significant injury due to overdose will continue to rise. Staff will be susceptible to exposure to dangerous substances, risking significant injury. If we are unable to impact the introduction of drugs into our facilities, the number of assaults will continue to rise, the inmates being extorted will continue to rise, and treatment of addictions will continue to be difficult.

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Appendix A: CORE Fundamentals Map

Figure 1 CORE Fundamentals Map (May 2018)



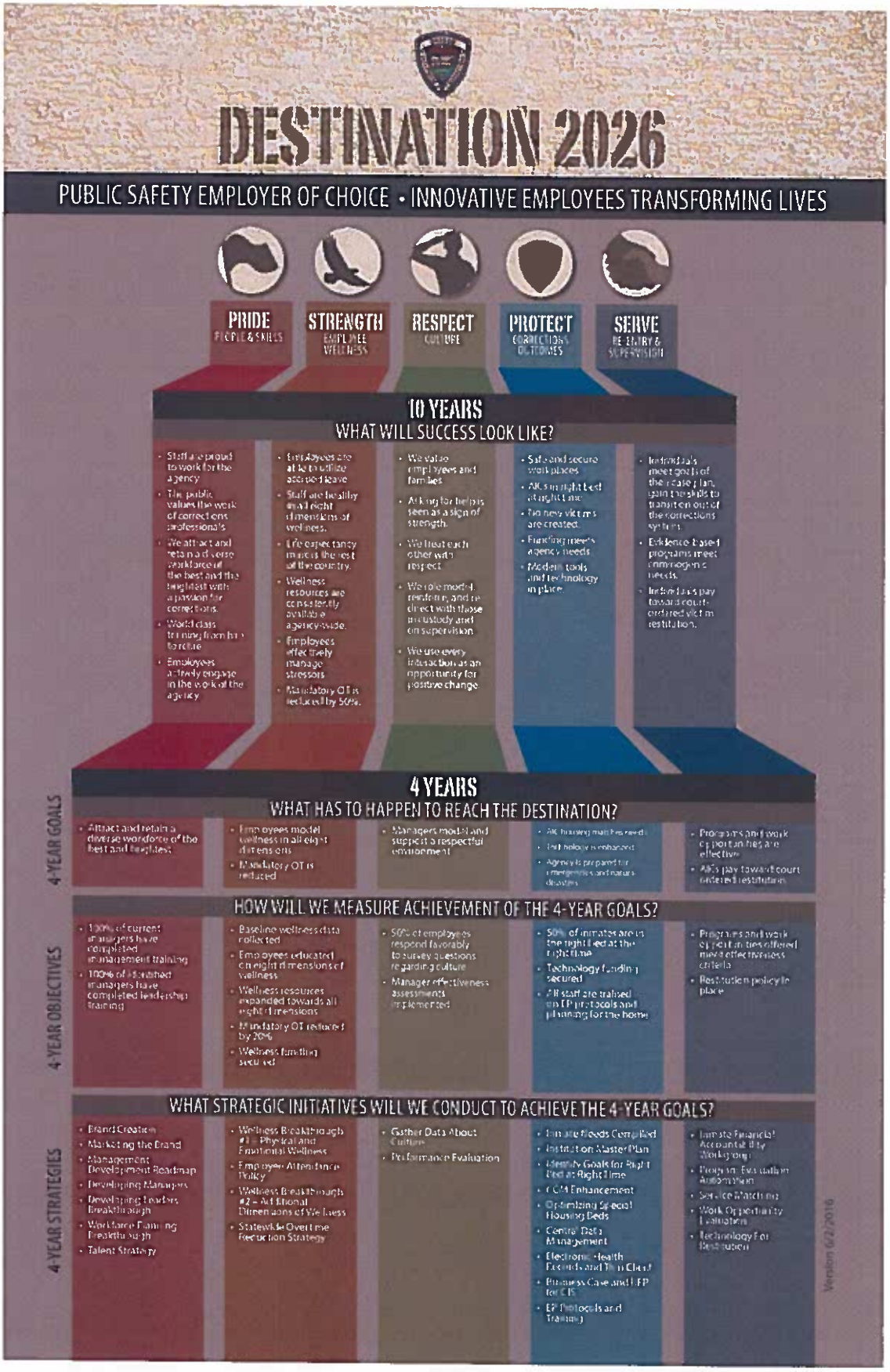
Appendix B: Destination 2026

Figure 2 Destination 2026 – Building Our Future to Serve the Public



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Figure 3 Destination 2026 – What Will Success Look Like?



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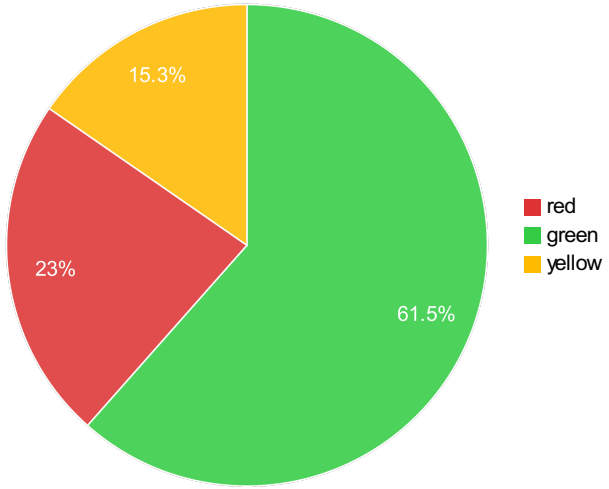
Corrections, Department of

Annual Performance Progress Report

Reporting Year 2017

Published: 9/29/2017 11:23:32 AM

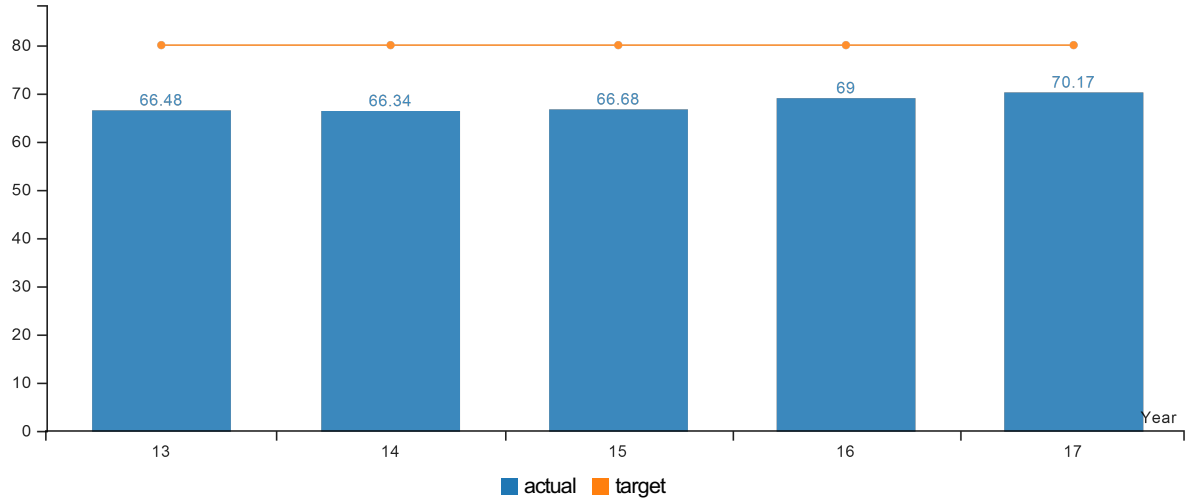
KPM #	Approved Key Performance Measures (KPMs)
1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17). -
2	Oregon Corrections Plan (OCP) Compliance - Percentage of high- and medium-risk inmates that complete a program prioritized on their 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 all Energy Usage - Reduce the annual average electricity, propane, geothermal, diesel and natural gas usage. Measure on a monthly kBtu/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	Customer Service - 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. -



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	61.54%	15.38%	23.08%

KPM #1	Percentage of inmates in compliance with 40-hour work/education requirements of the constitution (Ballot Measure 17). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2013	2014	2015	2016	2017
Compliance with M17					
Actual	66.48%	66.34%	66.68%	69%	70.17%
Target	80%	80%	80%	80%	80%

How Are We Doing

The Department did not meet its target for this reporting period, but did increase the percentage of Ballot Measure 17 compliant inmates slightly, from 69% to 70% in 2016-2017. Although not meeting the full 40 hour requirement for compliance, a majority of inmates have engaged in some type of work/education activity. It is becoming difficult to reach the target for a variety of reasons. To work on an outside work crew, inmates must be minimum custody and meet strict criteria to ensure public safety. The Department must also find a balance in prioritizing case management to support work opportunities, treatment, and education – all of which can be part of an inmate's corrections plan. Oregon Corrections Enterprises (OCE) works in partnership with the Department of Corrections by providing work opportunities that, as much as possible, mirror real world employment experiences.

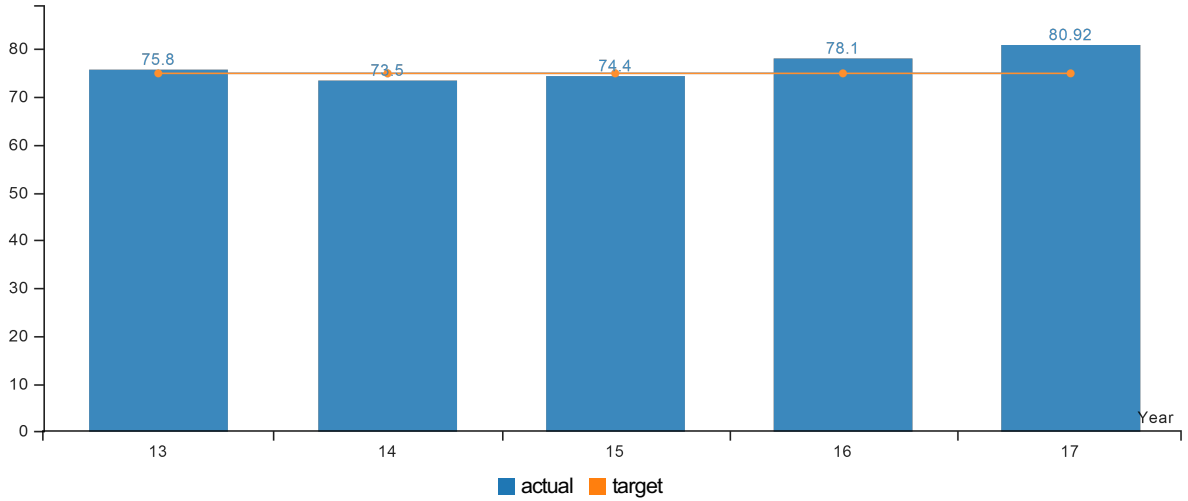
Factors Affecting Results

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 qualify, but also cause conflicts with scheduling and take priority over work crew assignments. The average monthly population, number of exempt inmates and the number of inmate jobs needed to support institution operations remained relatively unchanged. The Department increased the percentage of Ballot Measure 17 compliant inmates slightly in 2016-2017, however, limited funding for programs will not reach all those in need. The continued restriction of not allowing sex offenders on outside work crews reduces the number of available inmates to work 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 did not meet the full 40 hour requirement. Efforts have begun to correct this reporting. Some work opportunities, such as outside work crews are limited by the amount of funding that public entities have available to finance those activities. The number of inmates that were used to assist Oregon Department of Forestry in their fire-fighting efforts increased during the extremely heavy 2016-2017 fire season. The number of inmate work days for fire-fighting efforts was 3,231, only one-third of the previous reporting period due to weather conditions which negated fire danger. Oregon Corrections Enterprises (OCE) continued to work on expansion of work opportunities offered, yet continued to struggle to have enough correctional officer staffing to support expansion efforts. Despite the difficulties, OCE averaged just over 1,400 inmates

participating in its programs, an increase of six percent. While the two entities add positions every year, the inmate population growth inhibits the Department's ability to increase the percentage assigned to qualifying assignments.

KPM #2	Oregon Corrections Plan (OCP) Compliance - Percentage of high- and medium-risk inmates that complete a program prioritized on their corrections plan.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2013	2014	2015	2016	2017
High & Medium Risk Inmates That Receive Prioritized Corrections Plan Program					
Actual	75.80%	73.50%	74.40%	78.10%	80.92%
Target	75%	75%	75%	75%	75%

How Are We Doing

The agency reports 80.92% of high- and medium-risk inmates released during FY 2017 completed at least one program prioritized on their corrections plan, which represents an increase from the 78.1% reported for the 2016 FY.

Factors Affecting Results

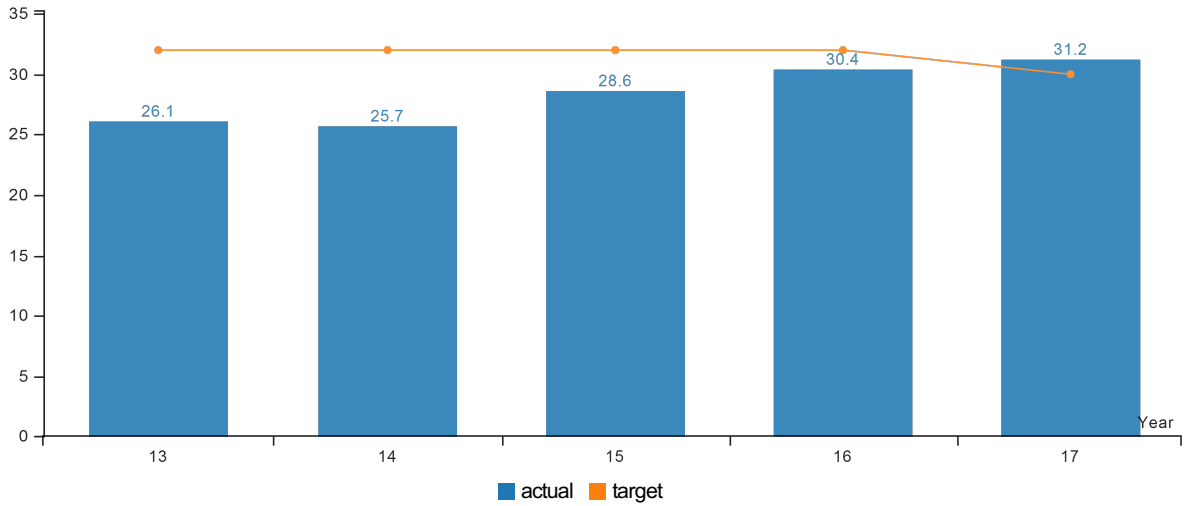
The data compares programs identified on the high/medium-risk inmate OCPs against high/medium-risk inmates completing those programs. Particularly for inmates being referred to cognitive programming, their OCP may not reflect a COG need, but the LS/CMI (men) or WRNA (women) assessment does.

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 or WRNA. If this occurs, the inmate may appropriately complete a program on their corrections plan, but our automation system does not capture the override and deems the inmate as having a low risk to recidivate, which excludes these program completions from the calculation.

We have created a means to more correctly identify the education program need codes, which is reflected in the data (i.e., would result in less false negative results). We are working to resolve issues related to user-created COG program exit codes that negatively impact the COG completion count.

KPM #3	Percent of offenders on post-prison supervision convicted of a felony within three years of release from prison. -
	Data Collection Period: Jan 01 - Dec 31

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Percentage of Offenders Convicted of a Felony within 3 Years of Release					
Actual	26.10%	25.70%	28.60%	30.40%	31.20%
Target	32%	32%	32%	32%	30%

How Are We Doing

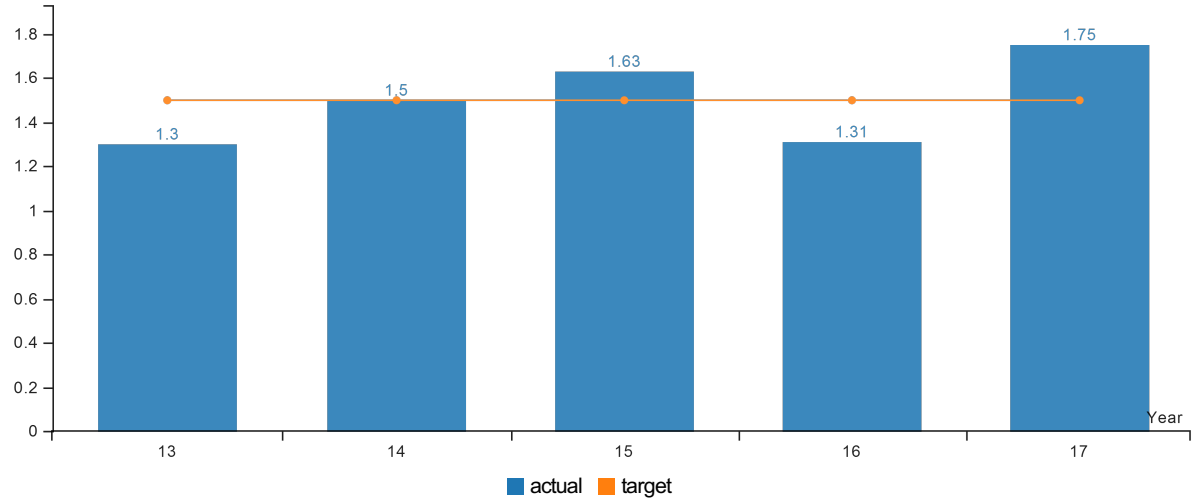
The 2016 calendar year recidivism rate for those released from incarceration to supervision in 2013 is 31.2%. This continues a statewide trend that sees an increase in recidivism and exceeds the target rate of 30%.

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. In the last year, Oregon, both by county community corrections agencies and the Department of Corrections, has begun using the Women's Risk Need Assessment tool which targets the female population. 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 as evidenced by the Short Term Transitional Leave program. 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.

KPM #4	The rate of Class 1 assaults on individual staff per month (rate per 1000 employees). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Rate of Class 1 Assaults on Individual Staff per month, per 1,000 employees.					
Actual	1.30	1.50	1.63	1.31	1.75
Target	1.50	1.50	1.50	1.50	1.50

How Are We Doing

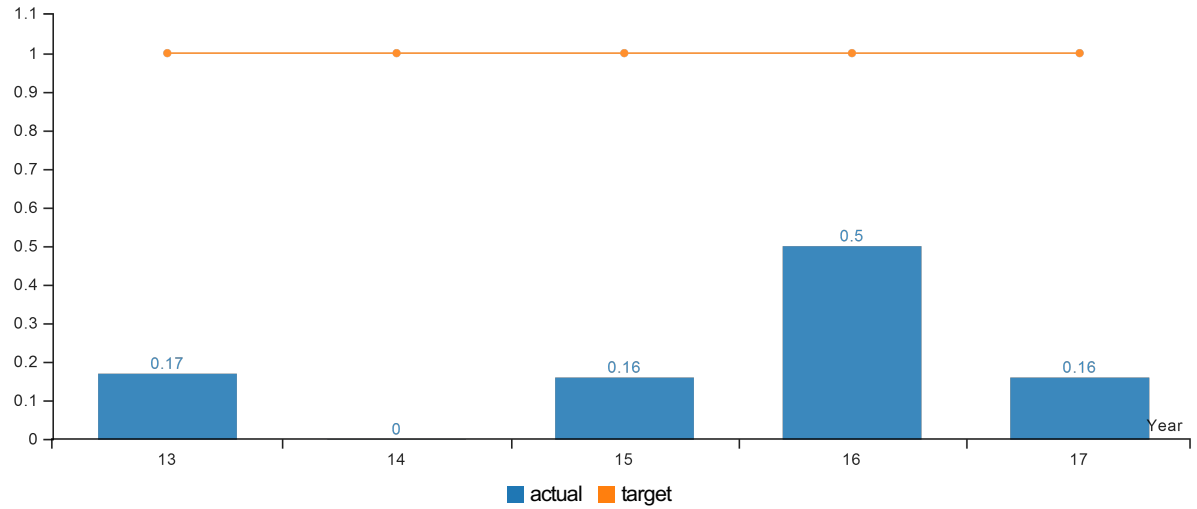
The number of Staff Assaults went up during this reporting period. While doing our analysis in the previous year, it was discovered that our data was not accurate. A process was developed to help us track accurate and complete data. Training was delivered to ensure data was being input correctly. We knew it was a possibility that our numbers could go up when we started using the updated data.

Factors Affecting Results

We believe that changes in how data is entered and calculated caused our numbers to increase for this reporting period. After reviewing several quarters of data we will re-evaluate our target.

KPM #5	The rate of inmate walk-a-ways from outside work crews per month. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Rate of Walk-A-Ways from outside Work Crews per Month					
Actual	0.17	0	0.16	0.50	0.16
Target	1	1	1	1	1

How Are We Doing

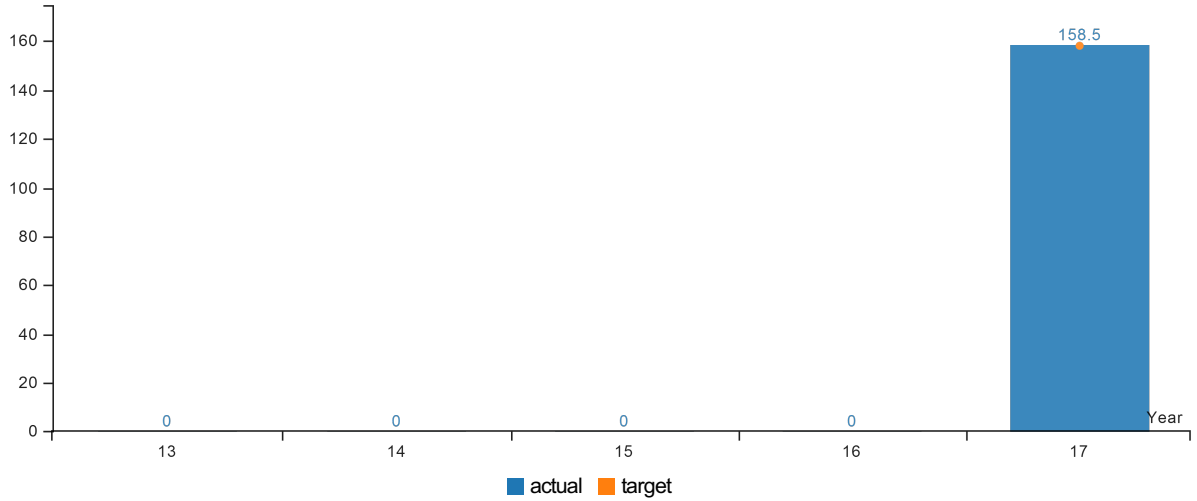
On average, the Department has approximately 450 inmates out on work crews daily. The data suggests the Department is performing well with respect to management of the minimum custody inmate work crews. The Department utilizes an automated system to assist in the identification of inmates who are appropriate for outside work crew assignments

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 annual training is also provided for work crew supervisors.

KPM #6	Reduce all Energy Usage - Reduce the annual average electricity, propane, geothermal, diesel and natural gas usage. Measure on a monthly kBtu/square foot basis.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Reduce all Energy Usage					
Actual	No Data	No Data	No Data	No Data	158.50
Target	TBD	TBD	TBD	TBD	158.22

How Are We Doing

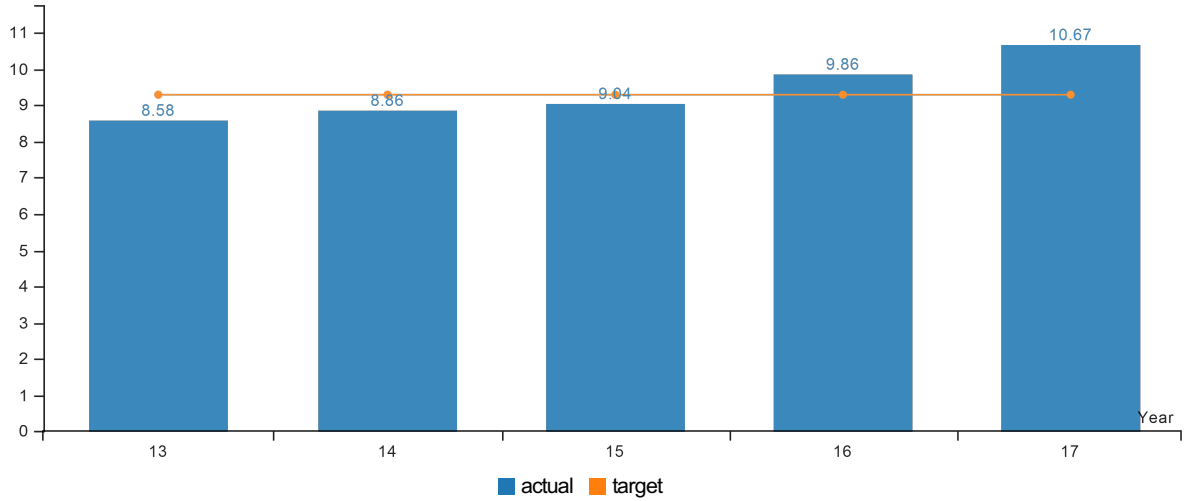
DOC has a 4% energy savings from baseline year.

Factors Affecting Results

Fall and Winter 2016 had our agency using more energy due to El Nino. The cold snaps were the coldest in four seasons. ODOC lost nearly 5% of energy savings from the past couple years.

KPM #7	Number of inmates sanctioned for Level 1 misconducts (monthly average/1,000 inmates). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Number of Inmates Sanctioned for Level 1 Misconduct (monthly average/1,000 inmates)					
Actual	8.58	8.86	9.04	9.86	10.67
Target	9.30	9.30	9.30	9.30	9.30

How Are We Doing

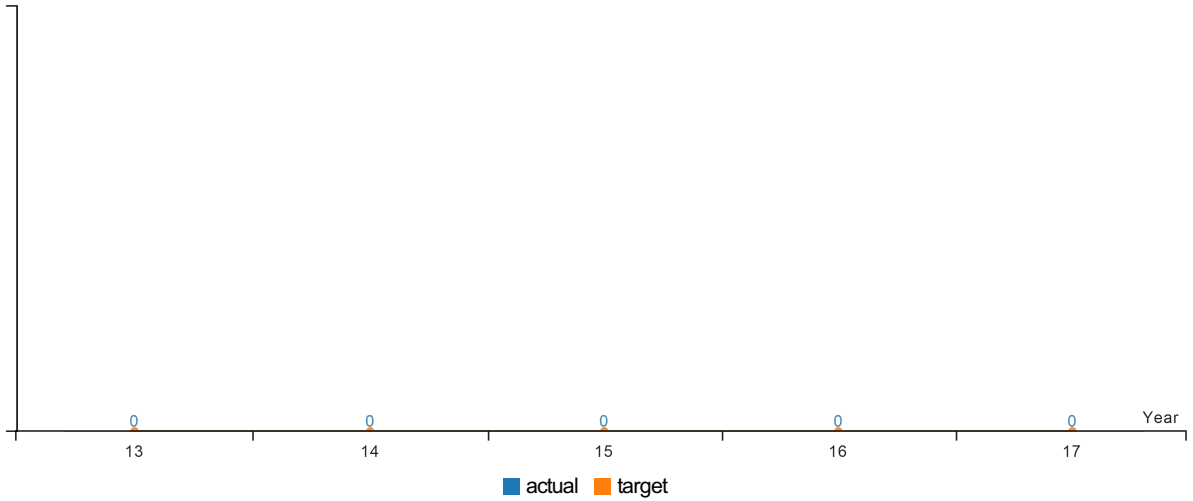
DOC did not meet the KPM target for the 2017 reporting period. There was an increase in Level 1 sanctions for this reporting period. A contributing factor to the rise in Level 1 sanctions is the steady increase in the inmate population during this reporting period and use of emergency beds. During this reporting period we also had groups of inmates involved in disturbances on nine separate occasions, one, which occurred at Oregon State Penitentiary, involved 200 inmates. This elevated the numbers in the categories of disturbance, assault and unauthorized organization.

Factors Affecting Results

The Department continues to work on a number of areas to review inmate incentives and inmate sanctions and their relationship to Level 1 Misconducts. The 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.

KPM #8	The number of escapes per year from secure-custody facilities (armed perimeter). -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Annual escapes from secure-custody facilities					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

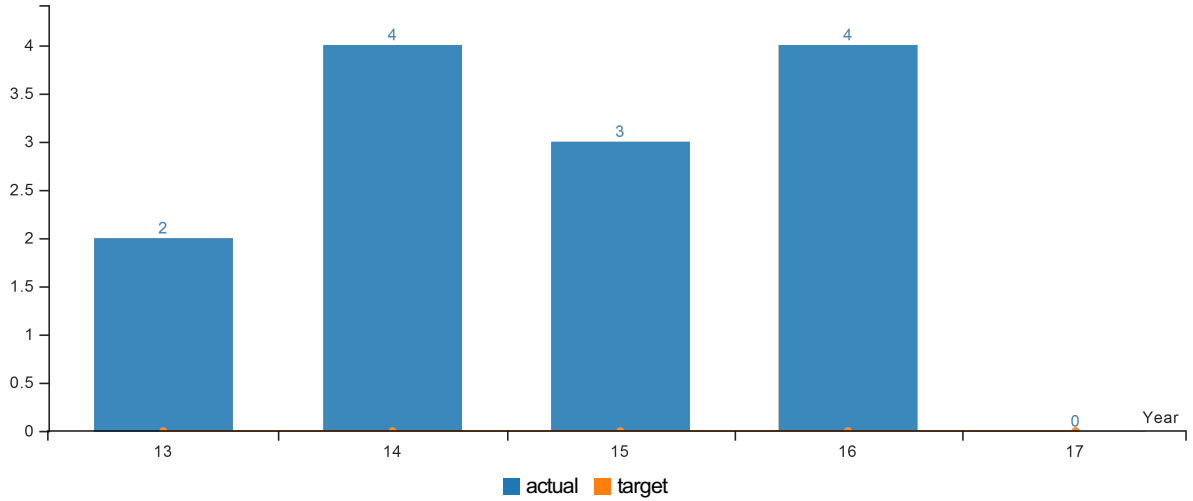
The Department realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. The performance measure gives an indication of how well institutions are functioning. It also is an indicator of the effectiveness of the Oregon Accountability Model. The 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.

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.

KPM #9	The number of escapes from DOC unarmed perimeter facilities. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
The number of escapes from DOC unarmed perimeter facilities					
Actual	2	4	3	4	0
Target	0	0	0	0	0

How Are We Doing

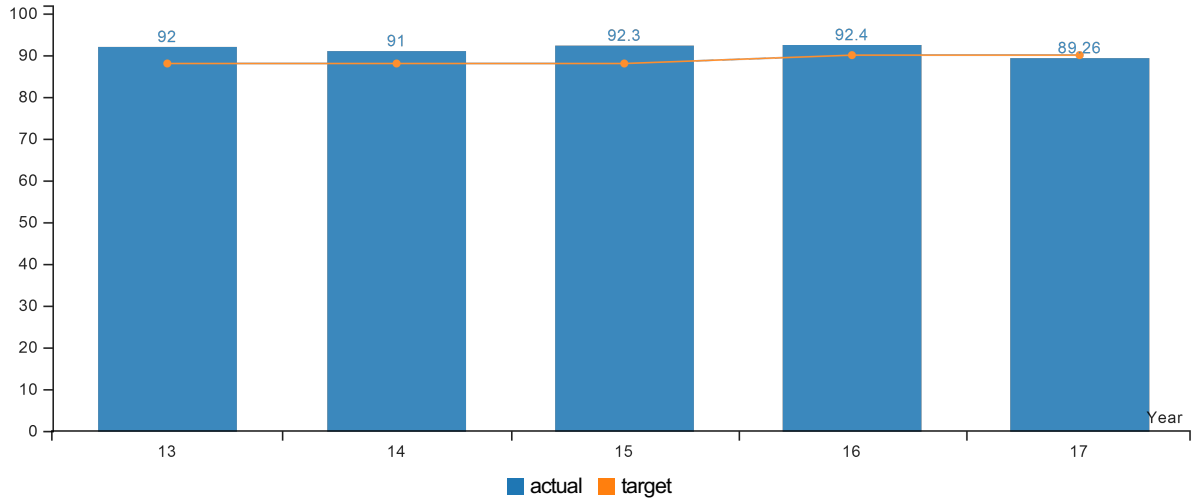
This performance measure gives an indication of how well the institutions are functioning. There is no such thing as an acceptable escape. The department has approximately 4701 minimum-custody beds. The department continues to refine our classification tools to ensure inmates are correctly classified as minimum custody inmates and are appropriate for minimum custody institutions.

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.

KPM #10	Percent of inmates who successfully complete transitional leave. -
	Data Collection Period: Jan 01 - Dec 31

** Upward Trend = positive result*



Report Year	2013	2014	2015	2016	2017
Number of Inmates who Successfully Complete Transitional Leave					
Actual	92%	91%	92.30%	92.40%	89.26%
Target	88%	88%	88%	90%	90%

How Are We Doing

This KPM reflects the performance of two varieties of DOC transitional leave programs: Non-Prison Leave associated with the Alternative Incarceration Programs (AIP), and Short Term Transitional Leave (STTL). The reporting cycle for this data is by calendar year and reflects all DOC releases to transitional leave during 2016.

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 of up to 120 days to inmates who are *not* enrolled in an Alternative Incarceration Program. As with AIP/Non-Prison Leave, the adult in custody 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, offenders are closely monitored for compliance with their transition plans while in the community. The higher the percentage of successful completions, the greater the success.

The Department has seen Short Term Transitional Leave participation rates stabilize at an average rate of 102 per month, or approximately a quarter of the releasing population. DOC continues to

review, refine and streamline its internal processes to ensure it is targeting those most appropriate for transitional leave. This includes development of automation designed to further increase both efficiency and effectiveness of the process, as well as substantially improve both the quality and quantity of data collected and analyzed. Phase I of automation, which significantly enhanced the STTL Designator in CIS, was rolled out in June 2017. This change further improved the agency's ability to efficiently identify eligible offenders based on statute and policy requirements. Phase II of automation, designed in part to greatly enhance the ability for all stakeholders to track individual offender history and current status in STTL, is expected to be in place by late 2018. In addition, DOC continues its focus on developing a solid transition plan that will increase the successful reintegration of inmates into the community. The completion rate for this 2017 report decreased 3.14% from the 2016 report, which is 0.74% below the target.

Factors Affecting Results

The Department considers an adult in custody 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.

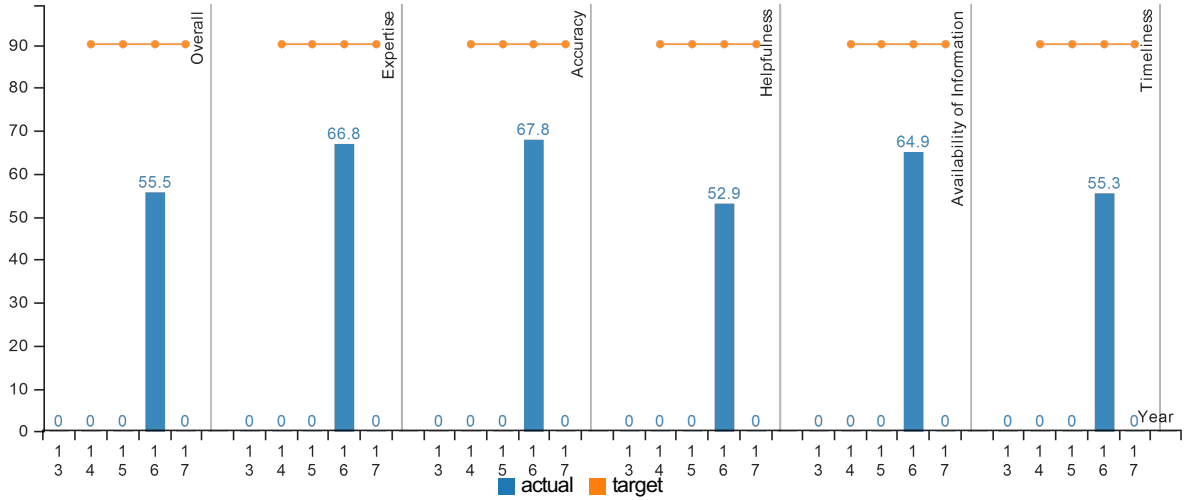
The leave agreement constitutes the Department's expectations for both behavior and programming compliance. Inmates who successfully complete both the institutional and Non-Prison Leave phases of an AIP receive a sentence reduction. Conversely, inmates who fail the institution phase of an AIP will not 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.

Due to budget challenges in the 15-17 biennium, the Department had to close two treatment programs: one program ran 106 residential treatment slots and the other ran 25 out-patient slots. While neither program was used for AIP participants, their closure has put pressure on the remaining treatment programs that do take AIP participants and created fewer treatment slots overall.

Similarly, DOC considers an adult in custody 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 program 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.

During 2016, the standards for successful completion of STTL while in the community were tightened in order to maintain program integrity and public safety. Although the result was a slight increase in STTL failures, this decision is evidence of the agency's commitment to continually review and refine its internal processes in an effort to both ensure only those most appropriate for transitional leave participate in the program, and prioritize public safety.

KPM #11	Customer Service - 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.
	Data Collection Period: Jan 01 - Jan 01



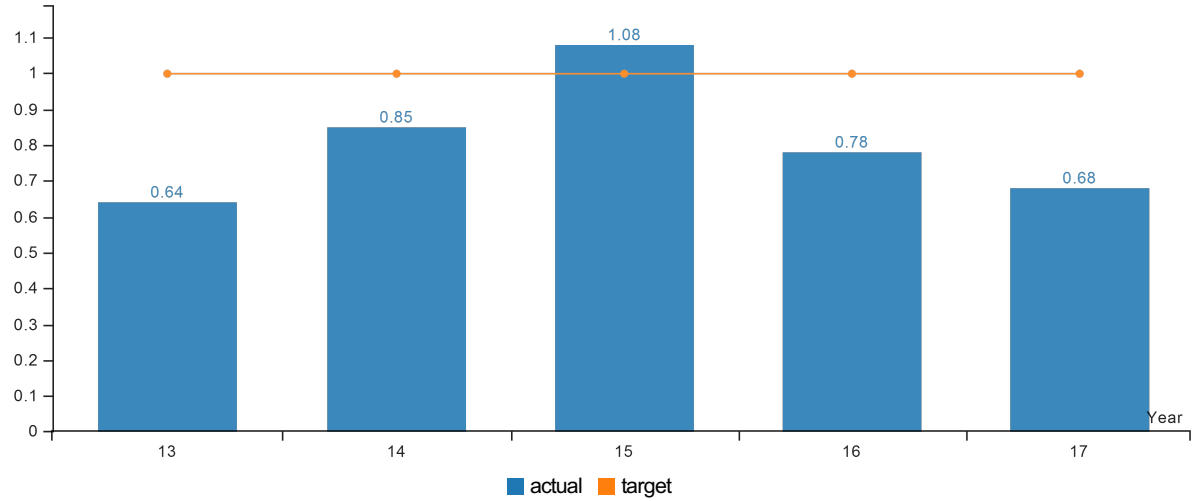
Report Year	2013	2014	2015	2016	2017
Overall					
Actual	No Data	No Data	No Data	55.50%	No Data
Target	TBD	90%	90%	90%	90%
Expertise					
Actual	No Data	No Data	No Data	66.80%	No Data
Target	TBD	90%	90%	90%	90%
Accuracy					
Actual	No Data	No Data	No Data	67.80%	No Data
Target	TBD	90%	90%	90%	90%
Helpfulness					
Actual	No Data	No Data	No Data	52.90%	No Data
Target	TBD	90%	90%	90%	90%
Availability of Information					
Actual	No Data	No Data	No Data	64.90%	No Data
Target	TBD	90%	90%	90%	90%
Timeliness					
Actual	No Data	No Data	No Data	55.30%	No Data
Target	TBD	90%	90%	90%	90%

This Key Performance Measure is reported every other year.

Factors Affecting Results

KPM #12	Percent of total inmate care encounters that occur offsite. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Percent of Total Inmate Offsite Encouters					
Actual	0.64	0.85	1.08	0.78	0.68
Target	1	1	1	1	1

How Are We Doing

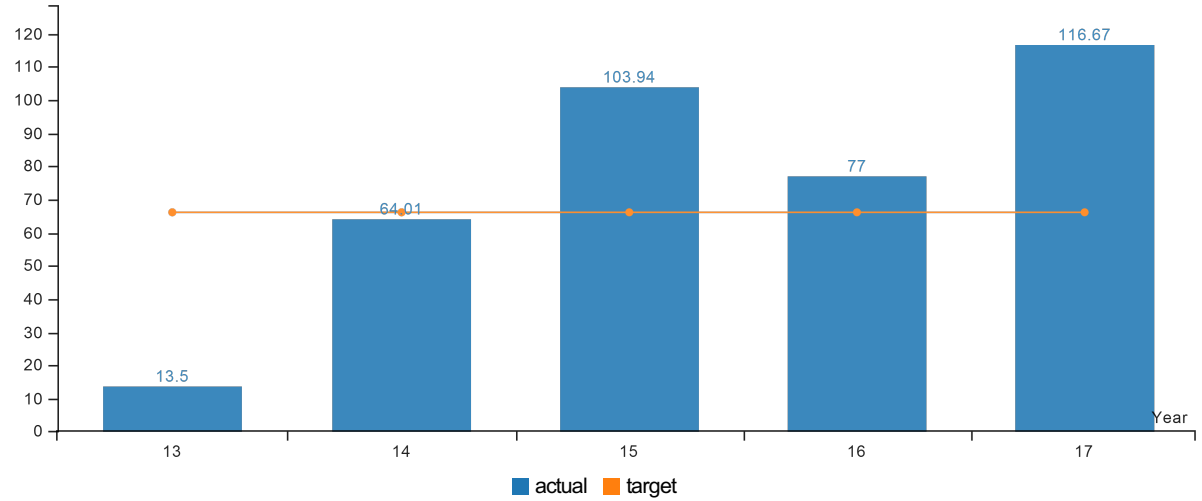
We are meeting our goal this period. We have also begun a workgroup to look at how we collect statistics for encounters to achieve even higher accuracy in our data. Onsite clinics in our institutions help us to provide care inside institutions versus sending patients outside the secured institutions. We also conducted a cost analysis of bringing dialysis onsite at Coffee Creek Correctional Facility and found the return on investment was very favorable for the Agency. The dialysis center at CCCF is now operating.

Factors Affecting Results

We continue to provide comprehensive services inside our institutions and we continue to recruit offsite providers to perform clinics inside institutions. We have also continued our offsite hospital trip case management program with RNs following inpatient stays in hospitals. This program allows us to receive our patients back from the hospital as soon as possible to infirmary level care when necessary, avoiding lengthy hospital stays.

KPM #13	Number of workers compensation time loss days per 100 employees on a fiscal year basis. -
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = negative result*



Report Year	2013	2014	2015	2016	2017
Number of Workers Comp Time Loss Days per 100 Employees					
Actual	13.50	64.01	103.94	77	116.67
Target	66.15	66.15	66.15	66.15	66.15

How Are We Doing

We are doing better than the number may indicate. We've learned that since this measure was chosen years ago, it has not always been calculated consistently or accurately. For the past 3 years, however, when we are certain we have gathered and analyzed the data properly, our results have been 2014-15=107.2; 2015-16=77.14; 2016-17=116.4. However, our OSHA Recordable and OSHA DART Rates have been well below national averages for prisons during the same period, and trending better each year. We are considering either changing our KPM to one of the OSHA-based measures, or revising our target for the existing KPM.

Factors Affecting Results

DATE ISSUED | REPORT NUMBER

08/26/2009 State Cell Phone Plans: Closer Attention to Usage Could Create Savings

Purpose

We evaluated use patterns to determine whether state agencies were using cell phones efficiently.

Recommendation

We recommend:

- Obtain, from vendors, cell phone billing and usage reports that identify cost saving opportunities and share those formats and analyses with other agencies as opportunities arise;
- Regularly review cell phone bills and vendor reports to identify zero use phones and usage patterns that indicate a line should be terminated or a plan should be adjusted;
- Update cell phone inventories now and immediately turn off all phones unaccounted for; and
- Update inventories periodically in the future, including accounting for phone returns and line terminations for separating employees.

Response

The department agrees. DOC is currently working on the process to import billing information provided by its cell providers into its Telsoft call accounting software. This will create a central repository of billing information that will be used to provide monthly reports to managers for review of their staff’s usage. Once implemented, DOC will gain an additional level of monitoring of cell phone usage. DOC has encountered challenges in this process such as the providers' ability to provide this information in a usable digital format. DOC will be willing to help other agencies implement this solution.

The department agrees. DOC already demonstrated success in assigning the correct service plans to phones. The department will increase efforts of reviewing its top users, in both cost and minutes, to optimize the assigned billing plans. DOC hopes the implementation of its central billing repository referred to above will also assist in increasing effectiveness in this area. DOC has proactively moved the majority of the cell service into pooled minute's service plans. This eliminates unexpected costs if a cell phone is used outside of its lesser cost service plan. The department will continue to review the staff usage for cost abnormalities, and the vendor services options to meet the business requirements within the best rate plan.

The department agrees. DOC is in the process of implementing new inventory and verification processes. A new inventory form for each cellular device will be sent to the responsible manager for inventory verification and to validate the current employee is in possession of the phone issued. This process will allow DOC to verify which staff each phone is assigned to. The staff member's manager will maintain a copy of the signed inventory form. The returned forms will be compared against the cell phone billing statements and will allow DOC to identify and address any anomalies. Unaccounted for cell phones will have their service cancelled.

The department agrees. DOC has updated its cell phone policy including clarifying responsibilities when staff separate from the department. The policy prohibits redistribution of cell phones between staff when the staff terminates employment or no longer needs the cellular device. These policies and enhanced management processes will improve inventory and tracking of cell phones. Monthly reports will be sent to managers detailing their staff's cell phone usage. This will allow them to track inventories at the same time.

01/07/2010 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2009

Purpose
This audit work was not a comprehensive audit of the department. Instead, the audit work performed allowed us, in part, to achieve the following objectives: (1) 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; (2) determine whether the state's internal controls provided reasonable assurance of proper accounting, financial reporting, and legal compliance of transactions; and (3) determine whether the state has complied with applicable legal requirements that may have a direct and material effect on the state's financial statements.

Recommendation
None

Response
No response required.

12/15/2010 Statewide Single Audit – ARRA State Fiscal Stabilization Fund (SFSF) – Government Services, Contracted by Secretary of State through Moss Adams, LLP

Purpose
We determined whether the Department of Corrections substantially complied with the federal requirements relevant to the following federal program:

ARRA – State Fiscal Stabilization Fund (SFSF) – Government Services

Recommendation
None

Response
No response required.

12/2010 Administration of Earned Time

Purpose
During the 2010 Special Session, the Legislature directed the Secretary of State to conduct an audit of earned time to evaluate the actual and potential impacts of the program; assess the Department of Corrections' compliance with statutes and its rules, policies and procedures; and to analyze best practices among similar programs in other jurisdictions.

Recommendation
We recommend that the Oregon Department of Corrections clarify its earned time rules, policies and guidance; and review its procedures for assigning inmates to programs and disciplining them for rule violations in the four months prior to release.

We recommend the Department take the following actions to improve its administration of earned time:

1. Develop clear policy and guidance to address:
   - the definitions of a program failure and refusal;
   - the identification of all required Oregon Corrections Plan programs;
   - the definitions, use and management of program exit codes; and
   - treatment of disciplinary segregation.

2. Ensure that its rules and purpose statement are appropriately aligned.

3. Review program enrollment procedures to ensure that willing inmates are entered into programs mandated by their Oregon Corrections Plan.

4. Revise administrative rules to consistently address inmate accountability for misconduct during the four months prior to release.

Response

Develop clear policies and guidance to address the definition of program failures and refusal

The department partially agrees with this recommendation. Current policies and rules provide “guidance” on the definition of compliance; however, practices between institutions and counselors may appear inconsistent without adequate documentation.

Develop clear policies and guidance to address the identification of all required Oregon Corrections Plan programs

The department agrees with this recommendation and is already taking steps to clarify required programming for inmates in its care and custody. The department acknowledges the auditors found instances where programs currently defined as “required” were not accurately listed on the OCP. The auditors correctly observed the absence of a desk and/or training manual for counselors and for the use of CIS. The department agrees these will be valuable tools for staff.

Develop clear policies and guidance to address the definition, use and management of program exit codes

The department agrees with this recommendation and has already taken steps to improve the definitions, use and management of exit codes. As noted in the audit report, CIS continued to allow the entry of exit codes eliminated as early as 2004 through part of 2009. On March, 1, 2010, a list of program exit codes was updated and posted on the universal drive, accessible to all staff regardless of work unit. This list identifies 30 approved codes and categorizes the exit codes by administrative actions.

Develop clear policies and guidance to address the treatment of disciplinary segregation

The department partially agrees with the recommendation. Current rules provide the structure necessary for an inmate's misconduct to result in an inmate failing to earn earned time associated with the institutional conduct portion of the earned time calculation. In addition, the proposed Correctional Case Management policy includes direction on how to address compliance in the case of an inmate whose behavior prevents him/her from being offered or placed into a mandated or required program. The Department does not agree an inmate's program compliance is necessarily impacted by their placement in segregation as some inmates are able to participate in OCP required/mandated programs.

Ensure the Departments rules and purpose statement are appropriately aligned

The department agrees with this recommendation and will convene a group, including DOJ counsel and representatives from the Criminal Justice Commission, to review the rules in comparison to the purpose statement. As indicated by the auditors, earned time was established in Oregon in 1989 and while the rules have been updated and modified through initiative and legislation in the last 21 years, the purpose statement has not been reviewed.

Review program enrollment procedures to ensure willing inmates are entered into programs mandated by their Oregon Corrections Plan

The department partially agrees with this recommendation and is currently engaged in a review and rewrite of OAR 291, Division 113, Workforce Development and Education Programs. The department does not agree the current enrollment procedures prevent "willing" inmates from participating in programming nor does it agree "willingness" is the only factor it

is required to consider when enrolling inmates in department-offered programs. The biggest challenge for enrolling inmates into programs remains, and will continue to be, the reality there are more inmates in need of programming than there are programming opportunities. At its most basic, this is the challenge of demand exceeding supply and the resources necessary to increase that supply.

Revise administrative rules to consistently address inmate accountability for misconduct during the four-months prior to release

The department partially agrees with this recommendation. The department agrees to review its rules as they relate to the assumption of compliance at the final review conducted four months prior to an inmate's release. The department does not agree with the suggestion it fails to address inmate misconduct in the last four months of incarceration as seriously as it does during the prior period of incarceration.

Conclusion

The results of the audit found the department and its staff to be in compliance with the law and identified a savings to the State of Oregon of at least $25 million through the use and correct application of earned time. The department welcomes the new perspective and information provided by the Secretary of State audit team and acknowledges it is both prudent and necessary to routinely review all rules, policies, procedures and practices.

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. The department is in the process of changing operational policies and practices with institution staff deployment offices, which will enable the department 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, the department 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.

12/30/2014 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2014

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.

01/07/2016 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2015

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.

02/10/2017 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2016

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
We recommend management ensure adequate procedures are in place to ensure the annual inventory is accurate and reliable.

Response
No response required.

DATE ISSUED | REPORT NUMBER

02/01/2018 Audit Management Letter for Selected Financial Accounts for the Year Ended June 30, 2017

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.









Affirmative Action Plan

2017-2019 Biennium

Oregon Department of Corrections

2575 Center Street NE

Salem, OR 97301-4667

Director: Colette S. Peters



List of Institutions



Coffee Creek Correctional Institution
Wilsonville, Oregon
CCCF



Powder River Correctional Facility
Baker City, Oregon
PRCF



Columbia River Correctional Institution
Portland, Oregon
CRCI



Santiam Correctional Institution
Salem, Oregon
SCI



Deer Ridge Correctional Institution
Madras, Oregon
DRCI



Shutter Creek Correctional Institution
North Bend, Oregon
SCCI



Eastern Oregon Correctional Institution
Pendleton, Oregon
EOCI



Snake River Correctional Institution
Ontario, Oregon
SRCI



Mill Creek Correctional Facility
Salem, Oregon
MCCF



South Fork Forest Camp
Tillamook, Oregon
SFFC

1236



Oregon State Correctional Institution
Salem, Oregon
OSCI



Two Rivers Correctional Institution
Umatilla, Oregon
TRCI



Oregon State Penitentiary
Salem, Oregon
OSP



Warner Creek Correctional Facility
Lakeview, Oregon
WCCF

Community Corrections

Linn County
Douglas County

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Cover Letter

Oregon

Kate Brown, Governor

Oregon Department of Corrections
Office of the Director
2575 Center Street NE
Salem, OR 97301-4667
Voice: 503-945-0927
www.oregon.gov/DOC

September 15, 2016

Serena Stoudamire Wesley
Director of Equity and Community Engagement

State of Oregon, Office of the Governor
255 Capitol Street NE Ste. 126
Salem, OR 97310

Dear Ms. Stoudamire Wesley,

The Department of Corrections would like to notify you of its commitment to building an organization that values and respects the positive changes that diversity, equity, and inclusion bring to an organizational culture.

DOC strongly believes that diversity in the workforce is of key importance in achieving the agency's mission, vision and values. Through the use of Diversity and Inclusion, Affirmative Action, and Equal Employment Opportunity, the Department of Corrections has the opportunity to make great leaps and bounds in creating a culture of respect and inclusion for all staff and associates. By recruiting and retaining a diverse staff population, we can ensure that the staff working at the DOC are the best and the brightest.

It is with great honor that I take this opportunity to reaffirm our agency's dedication to fulfilling the goals and objectives outlined within the 2017-2019 Affirmative Action Plan.

Sincerely,

Colette S. Peters
Director

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Oregon Department of Corrections

I. Description of Agency

A. Mission and Objectives

Mission:

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

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

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as law-abiding, productive community members, and to reduce future victimization.

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

Core Values:

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

**The agency uses Shared Vision and Core Values in place of Objectives*

B. Agency Director

Colette S. Peters
Director, Oregon Department of Corrections
2575 Center Street SE, Salem, OR 97301-4667
(503) 945-0927

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C. Governor's Policy Advisor for DOC

Heidi Moawad
Public Safety Policy Advisor, Office of the Governor
Heidi.Moawad@state.or.us
(503) 986-6550

D. Agency Affirmative Action Officer

Gary Sims
Diversity and Inclusion Administrator, Oregon Department of Corrections
2767 22nd Street SE, Salem, OR 97302-1553
(503) 378-2349

E. Diversity and Inclusion Staff

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Cecil Cross – Diversity and Inclusion Cultural Competency Trainer (Job Rotation Expired)

Cecil.K.Cross@doc.state.or.us

(541)881-4839

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Katharine Dumitru – Diversity and Inclusion Office Support (Temporary)

Katharine.N.Dumitru@doc.state.or.us

(503) 378-2365

Institution Diversity Coordinators

CCCF – Lisa Arrington

CRCI – Jennifer Carsner

DRCI – Marian Geils

EOCI – Nina Sobotta

MCCF – Brent Eriksen

OSCI – Carissa Casper

OSP – Brent Eriksen

PRCF – Veronica Johnson

SCI – Susi Hodgin

SCCI – Claudia Wells

SRCI – Sara Serrano

SFFC – Jennifer Carsner

TRCI – Arnell Eynon

WCCF – Brenda Johnson

Oregon Department of Corrections

Central Administration Organizational Chart

December 19, 2016

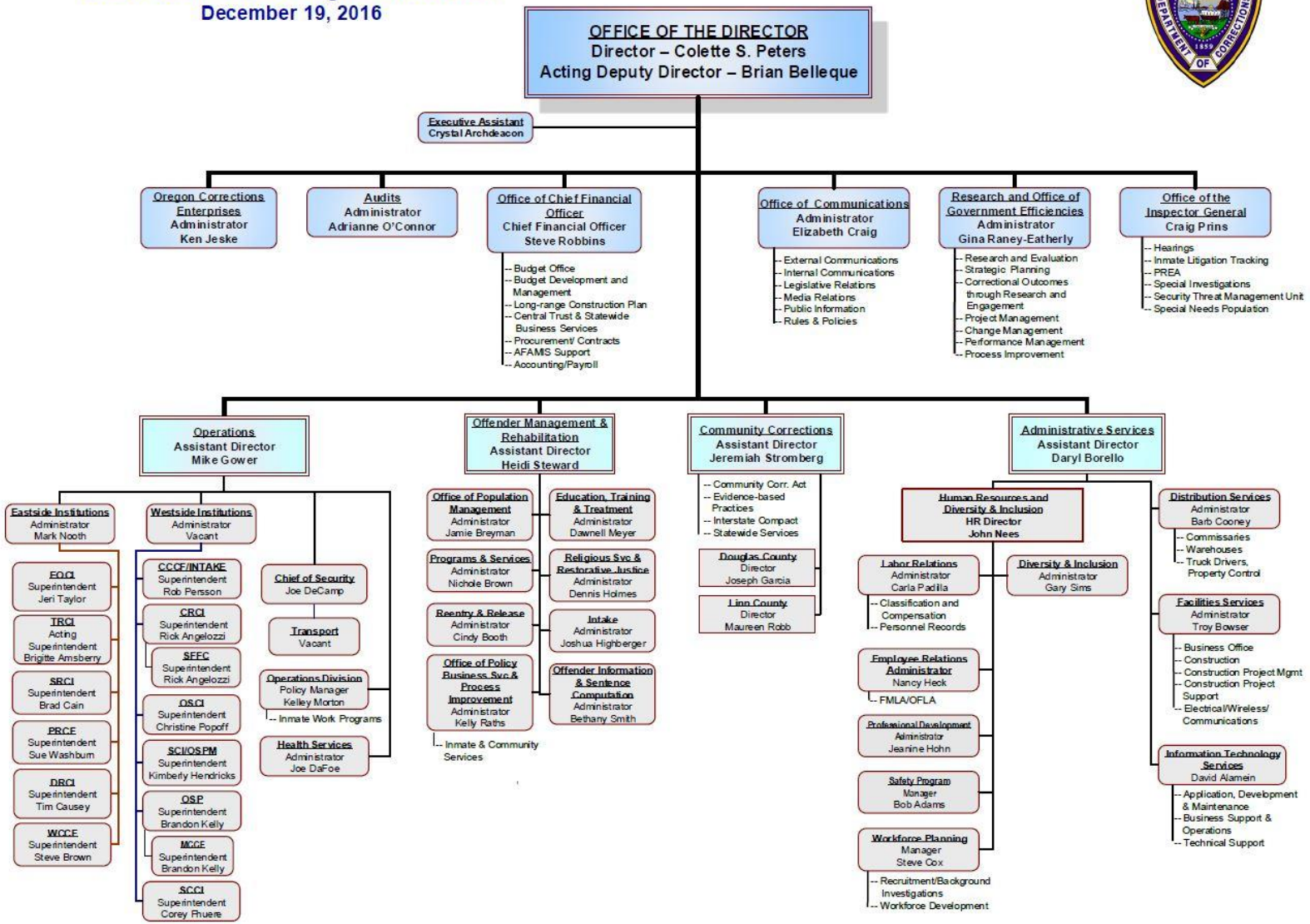


Table 1. Gender Workforce Demographics by Division

Gender	Total Employees	Men	Women	%
Administrative Services Division	242	148	94	38.8%
Community Corrections Division	68	32	36	52.9%
Director's Office	152	55	97	63.8%
Offender Management & Rehabilitation Division	184	51	133	72.3%
Operations Division	3784	2653	1131	29.9%
DOC Total	**4430**	**2939**	**1491**	**33.7%**

Table 2. Ethnic Workforce Demographics by Division

Ethnicity	Total Employees	White	Minority	%
Administrative Services Division	242	214	28	11.6%
Community Corrections Division	68	65	3	4.4%
Director's Office	152	137	15	9.9%
Offender Management & Rehabilitation Division	184	159	25	13.6%
Operations Division	3784	3294	490	12.9%
DOC Totals	**4430**	**3869**	**561**	**12.7%**

Table 3. Disabled Workforce Demographics by Division

Disabled	Total Employees	Disabled	%
Administrative Services Division	242	3	1.2%
Community Corrections Division	68	1	1.5%
Director's Office	152	2	1.3%
Offender Management & Rehabilitation Division	184	0	0.0%
Operations Division	3784	34	0.9%
DOC Total	**4430**	**40**	**0.9%**

Table 4. Veteran Workforce Demographics by Division

Veteran	Total Employees	Veterans	%
Administrative Services Division	242	22	9.1%
Community Corrections Division	68	4	5.9%
Director's Office	152	12	7.9%
Offender Management & Rehabilitation Division	184	6	3.3%
Operations Division	3784	444	11.7%
DOC Total	**4430**	**488**	**11.0%**

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Table 5. Positions by EEO-4 Category for Each Division

EEO-4	Class No	Class Title	Admin. Services Division	Community Corrections Division	Director's Office	Offender Management & Rehabilitation Division	Operations Division	Total
A01	7000	Principal Executive/Manager A					1	1
A01	7002	Principal Executive/Manager B	6		1	3	9	19
A01	7004	Principal Executive/Manager C	2	3	1	2	25	33
A02	0866	Public Affairs Specialist 3			1			1
A02	7006	Principal Executive/Manager D	2	1	2	2	31	38
A02	7008	Principal Executive/Manager E	9	3	3	1	12	28
A02	7010	Principal Executive/Manager F	4		2	7	29	42
A02	7012	Principal Executive/Manager G	4			1	2	7
A02	7014	Principal Executive/Manager H		1	4	1	7	13
A02	7016	Principal Executive/Manager I			2			2
A02	7519	Clinical Director					1	1
B02	0866	Public Affairs Specialist 3			1			1
B04	6214	Institution RN					210	210
B04	6241	Nurse Manager					12	12
B04	6255	Nurse Practitioner					21	21
B04	6257	Physician Assistant					1	1
B04	6260	Pharmacist					7	7
B04	6268	Clinical Dietician					1	1
B04	6531	Mental Health Specialist					2	2
B04	6720	Psychiatric Social Worker					53	53
B05	7510	Dentist					22	22
B05	7511	Supervising Dentist					1	1
B05	7514	Corr. Physician Specialist					20	20
B07	0435	Procurement and Contract Assistant			2			2
B07	0436	Procurement and Contract Specialist 1			1			1
B07	0437	Procurement and Contract Specialist 2			5			5
B07	0438	Procurement and Contract Specialist 3			5			5
B09	1117	Research Analyst 3			3			3
B09	1118	Research Analyst 4			1			1
B10	0861	Program Analyst 2					1	1
B10	1319	Human Resource Assistant	3					3
B10	1320	Human Resource Analyst 1	5					5
B10	1321	Human Resource Analyst 2	8					8

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EEO-4	Class No	Class Title	Admin. Services Division	Community Corrections Division	Director's Office	Offender Management & Rehabilitation Division	Operations Division	Total
B10	1322	Human Resource Analyst 3	15					15
B10	1338	Training - Development Spec. 1	3					3
B10	1339	Training - Development Spec. 2	10					10
B11	5232	Investigator 2	4				1	5
B11	5238	Inspector 2			11			11
B11	5239	DOC Inspector 3			4			4
B12	1483	Information Systems Spec. 3	5		1			6
B12	1485	Information Systems Spec. 5	38					38
B12	1486	Information Systems Spec. 6	8					8
B12	1487	Information Systems Spec. 7	22		2			24
B12	1488	Information Systems Spec. 8	3					3
B12	5238	Inspector 2			1			1
B13	1519	Correctional Hearings Officer			10			10
B15	1215	Accountant 1			2			2
B15	1216	Accountant 2			3			3
B15	1217	Accountant 3			1			1
B15	1218	Accountant 4			1			1
B15	1243	Fiscal Analyst 1			1			1
B15	1244	Fiscal Analyst 2			5			5
B15	1245	Fiscal Analyst 3			3		1	4
B15	5618	Internal Auditor 3			3			3
B16	0830	Executive Assistant			1			1
B16	0833	Supervisory Exec. Assistant					6	6
B16	0855	Project Manager 2			1			1
B16	0860	Program Analyst 1				1	5	6
B16	0861	Program Analyst 2	1	1	2	12	11	27
B16	0863	Program Analyst 4					1	1
B16	0870	Operations and Policy Analyst 1			1	7	1	9
B16	0871	Operations and Policy Analyst 2			1	5	11	17
B16	0872	Operations and Policy Analyst 3		5		4	3	12
B16	0873	Operations and Policy Analyst 4		1	6	3		10
B16	7006	Principal Executive/Manager D		1				1
B17	6612	Social Service Specialist 1				1		1
B17	6680	Chaplain				21		21
B17	6720	Psychiatric Social Worker					2	2
B17	6781	Correctional Counselor - Entry					1	1
B17	6783	Correctional Counselor				30	83	113

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EEO-4	Class No	Class Title	Admin. Services Division	Community Corrections Division	Director's Office	Offender Management & Rehabilitation Division	Operations Division	Total
B17	6787	Adult Parole and Probation Officer		36				36
B18	6779	Correctional Lieutenant			6		108	114
B18	6780	Correctional Captain					46	46
C01	6138	Health Services Technician					19	19
C01	6348	Radiological Technologist 2					3	3
C01	6385	Pharmacy Technician 1					15	15
C01	6386	Pharmacy Technician 2					10	10
C01	6391	Dental Assistant					30	30
C02	3268	Construction Project Manager 2	5					5
C02	3269	Construction Project Manager 3	1					1
C09	2169	Comm. Systems Analyst 3	3					3
C09	4008	Electrician 2	1					1
C09	4039	Electronic Security Technician 3					1	1
D02	6775	Correctional Officer					1929	1929
D02	6776	Correctional Corporal					220	220
D02	6777	Correctional Sergeant					245	245
E01	2219	Corrections Library Coordinator					13	13
E01	6298	Test Coordinator				3		3
E01	6519	Corr. Recreational Specialist 2					18	18
F01	0103	Office Specialist 1	2		1	5	6	14
F01	0104	Office Specialist 2	9	6	9	36	152	212
F01	0119	Executive Support Specialist 2		1				1
F01	0870	Operations and Policy Analyst 1				1		1
F01	4101	Custodian					1	1
F02	0103	Office Specialist 1			1			1
F02	0210	Accounting Technician 1			1			1
F02	0211	Accounting Technician 2			12		2	14
F02	0212	Accounting Technician 3			21			21
F02	1215	Accountant 1			1			1
F03	0805	Office Manager 1					3	3
F04	0103	Office Specialist 1			1			1
F04	0104	Office Specialist 2	1				2	3
F04	0107	Administrative Specialist 1				6	5	11
F04	0108	Administrative Specialist 2	3	4	2	26	16	51
F04	0114	Support Services Supervisor 3					2	2
F04	0118	Executive Support Specialist 1	1			5	27	33
F04	0119	Executive Support Specialist 2	4	3	2	1	14	24

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EEO-4	Class No	Class Title	Admin. Services Division	Community Corrections Division	Director's Office	Offender Management & Rehabilitation Division	Operations Division	Total
F04	0870	Operations and Policy Analyst 1			1			1
F04	7002	Principal Executive/Manager B		1				1
F05	0015	Medical Records Specialist					9	9
G03	4015	Facility Operations Spec 2	1					1
G05	4033	Facility Energy Technician 2 - Boiler					22	22
G05	4034	Facility Energy Technician 3 - HVAC	1				14	15
G05	4419	Automotive Technician 2					4	4
G06	4001	Painter					6	6
G06	4003	Carpenter					7	7
G06	4005	Plumber					12	12
G06	4008	Electrician 2	1				11	12
G06	4009	Electrician 3					5	5
G06	4021	Welder 2					7	7
G06	4039	Electronic Security Technician 3	1				9	10
H01	0759	Supply Specialist 2	49				7	56
H01	4012	Facility Maintenance Specialist	1				56	57
H01	4101	Custodian		1				1
H01	4110	Grounds Maintenance Worker 2					4	4
H01	4402	Truck Driver 2	6					6
H01	9120	Corr. Food Services Coord.					124	124
H02	4046	Maintenance and Operations Supervisor					6	6
		Totals	242	68	152	184	3784	4430

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**Tables 1-5 from DAS PPDB Data provided by Eric Westerfield, HR Recruitment Analyst (September 2016)*

II. Affirmative Action Plan

A. Agency Affirmative Action Policy Statement

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.

B. Agency Diversity and Inclusion Statement

It is the policy of the Department of Corrections to promote and implement diversity and inclusion practices in all areas of the work environment, with respect for and appreciation of the collective differences and similarities of individuals. Diversity and inclusion practices will be used to develop a balanced workforce, representative of a diverse makeup of characteristics, values, beliefs, experiences, and backgrounds.

Director's Diversity and Inclusion Statement

"It is known that diversity and inclusion help drive performance, productivity, and mission success. Led by Gary Sims, Administrator of the Office of Diversity and Inclusion, the Department of Corrections is developing a strategic plan along with our CORE initiative that will help create an organizational culture that respects and values diversity. This plan recognizes that diversity and inclusion are critical to the department's continued success.

The Department of Corrections is committed to helping our staff achieve their full potential. It is through our staff that we are able to provide the citizens of Oregon the highest levels of customer service.

Our goal is to create a climate of inclusion where mutual respect and understanding enable collaboration and problem solving for staff at all levels, and where individuals are valued for their unique contributions. I envision our workforce populated by skilled and dedicated staff members who reflect all the best characteristics of Oregon's talented and diverse population."

- Colette S. Peters, Director

Deputy Director's Diversity and Inclusion Statement

"The Oregon Department of Corrections continues to develop strategies that further support diversity and inclusion practices within our agency. I look forward in my role as Interim Deputy Director to help facilitate finding avenues to promote a work environment that recognizes and respects a workforce that is diverse in nature, and whose individual differences, life experiences and culture provides a pathway to mold

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into a cohesive workforce that allows us to perform at the highest level of professionalism and efficiencies as we fulfill our agency's mission."

- Brian Belleque, Interim Deputy Director

C. Training, Education, and Development Plan (TEDP)

i. Employees

The Professional Development Unit (PDU) propels DOC towards accomplishment of its mission and key goals by generating and delivering high-quality, relevant training and development opportunities to all DOC staff members, preparing them to carry out their day-to-day job functions and furthering individual, team, and agency success. PDU, in concert with the DOC management team and training advisory committee, evaluates staff learning and progress towards desired goals as a part of the larger, organizational improvement process. The unit plays a vital role in the central management of accurate staff training records and agency-approved curriculum. The unit maintains a strong relationship with DOC's partner certification-oversite agency, the Department of Public Safety Standards and Training**.**

At this time, DOC does not regularly track attendees of trainings by EEO Category. The department will make it a goal to track data in this way for the future to comply with guidelines from the Governor's Affirmative Action Office.

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Average Estimate of total DOC staff from July 1, 2014 to June 30, 2016: 4,477

Basic Correctional Courses (BCC) and New Employee Orientation (NEO) Classroom Courses

Ethics and Professionalism

This four-hour course looks at two types of boundary models – staff-to-inmate boundaries and staff-to-staff boundaries. It talks about the destruction a code of silence culture creates, along with the cost of unethical and illegal behavior. The course focuses on the importance of peer intervention in spotting and stopping potential boundary violations. Code of Conduct and Code of Ethics policies are covered and reviewed by participants. (4-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
347 Staff Attended	341 Staff Attended

Prison Rape Elimination Act (PREA)

Participants of this course will be able to understand what PREA is and the standards the Oregon Department of Corrections is responsible for adhering to in ensuring a zero-tolerance towards prison rape. (1-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
352 Staff Attended	338 Staff Attended

Oregon Accountability Model (OAM)

Participants are prepared to positively influence long-term and post release offender behavior by purposefully choosing on-the-job behaviors that are intended to enhance offenders' future successes. The course focuses on on-the job behaviors that support evidence based social learning principles - role modeling, reinforcing and redirecting. (1.5-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
349 Staff Attended	339 Staff Attended

Respectful Workplace

This module outlines the behavior expectations for all corrections professionals to ensure the workplace is free of all harassing and discriminatory behavior and actions. It covers the laws and policies related to maintaining a respectful workplace. Through a variety of case scenarios, the course demonstrates the expectations of staff for encouraging and reinforcing appropriate workplace behavior and leads the class through a detailed discussion of how law enforcement agencies will deal with disrespect. (4-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
349 Staff Attended	342 Staff Attended

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Annual Training/Classroom Courses

Creating a Healthy Working Environment (Created 2015)

This course discusses the stresses that occur in both personal and professional environments. (4-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
94 Staff Attended	266 Staff Attended

Diversity and Inclusion in the DOC (Created 2014)

This course introduces the video “Drop by Drop” video and raises awareness of the importance of maintaining a thoughtful and respectful workplace by focusing on small slights, subtle discriminations, and tiny injustices or negative gestures called micro-inequities that can occur in organizations. (2-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
695 Staff Attended	121 Staff Attended

Diversity and Inclusion (Created 2015)

This two-hour course is based on a video training program entitled "Gateway to Inclusion" produced by Dr. Sandra Thiederman. Dr. Thiederman defines a “Gateway Event” as an initially negative event that, if handled properly, can be transformed into a gateway to better working relationships, increased understanding, and less tension. Through a series of realistic vignettes, the video provides clear steps to avert diversity conflicts and convert them to opportunities for productive conversations. It's a powerful video that shows how tension and disrespect can derail even the best of intentions. (2-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
2,397 Staff Attended	1,586 Staff Attended

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Unconscious Bias (Created 2016)

This one-hour course builds on the science of our brains as it applies to unconscious biases we all have. It reinforces the relationships of the “upstairs” and “downstairs” brain and introduces the power of neuroplasticity, or the ability to re-wire our brain. It introduces a video entitled “Consciously Overcoming Unconscious Bias.” This video provides an excellent overview of unconscious bias and how to address them in the workplace. The course ends with an interactive exercise designed to allow participants to apply new and past learning to find positive solutions to mitigating their unconscious biases and re-wiring their brain.

This course allows participants to understand what unconscious bias is, and the different types of bias. It also teaches where biases come from on what you can do to mitigate unconscious bias. (1-hour course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
NOT OFFERED	2,354 Staff Attended

Gender Spectrum Awareness (Created 2016)

This two-hour classroom course is aimed at health care providers to increase their knowledge of the issues and concerns of the transgender population in order to provide quality and inclusive care in a culturally sensitive manner. Includes an overview of terms related to gender identity and sexual expression.

The course helps participants to develop cultural competency regarding transgender client population, and also helps to review Gender Dysphoria and policies regarding transgender Adults in Custody. (1-hour course)

Course created September 2016. Data not available for notated time frames.

Gender Responsive Supervision

This course teaches participants to understand the demographics of female offenders, recognize the proportion of female offenders in the criminal justice system, and identify the distribution of offenses committed by female offenders. The course also covers the developmental and psychological differences between men and women and the important role that children play in the lives of female offenders. Participants will be able to understand the implication of violence and trauma in lives of female offenders, identify the unique physical and mental health needs of female offenders, and discuss the sexuality and alternative lifestyles of female offenders. (8-hour course)

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July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
7 Staff Attended	0 Staff Attended

Currently Available Online Courses

10-Minute Manager: Delegation (Created 2013)

"Management" is accomplishing goals by working through individuals and groups. "Delegation" is giving people things to do. The two are closely intertwined. Thoughtful, deliberate delegation can increase productivity, improve team morale, and decrease a manager's workload. This course explores why some managers don't delegate, what tasks should be delegated, how to assign a level of authority, and other topics to be discussed with the delegate. (15 minute review course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
64 Staff Attended	34 Staff Attended

Safe Employment/Workplace Policy (Created 2016)
(30 minute review course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
NOT AVAILABLE	2,317 Staff Attended

Violence-Free Workplace Policy (Created 2016)
(30 minute review course)

July 1, 2014 – June 30, 2015	July 1, 2015 – June 30, 2016
NOT AVAILABLE	2,321 Staff Attended

**Information on employee training provided by the Professional Development Unit: Jeanine Hohn, PDU Administrator; Oneness Fish, Training and Development Specialist 2; and Mike Beagen, LMS and Curriculum Coordinator (September 2016)*

Affirmative Action and Cultural Competency Training Program Strategic Plan

The Office of Diversity and Inclusion, in conjunction with PDU and in order to stay in compliance with the Executive Order 16-09 relating to Affirmative Action and Diversity & Inclusion, will be designing an Affirmative Action and Cultural Competency Training Program for all DOC staff. The program will be comprised of multiple trainings regarding a variety of topics related to affirmative action, cultural competency, and diversity and inclusion. A broad training will be designed to be included as a part of annual in-service training and which will be mandatory for all DOC staff. In addition, smaller, more specific trainings will be designed on various topics and will be required for staff based on their position classification.

The program is intended to educate staff on their rights as an employee as it pertains to one's protected class, as well as teach staff the tools needed to create a culture of inclusion at each department workplace.

**Information on Affirmative Action and Cultural Competency Training Program Strategic Plan provided by Katie Stewart, Diversity and Inclusion Program Support (December 2016)*

ii. Volunteers, Contractors, and Vendors

Volunteers, contractors, and vendors are considered to be Non-Employee Service Providers (NSP) for DOC. As with all individuals who come into regular contact with DOC facilities, staff, and adults in custody, NSPs are required to attend training to prepare them for the environment in which they will be working in. The type of training that NSPs are required to attend depends on four factors: duration of work, contact with inmates, frequency of work, and whether or not facility access is required.

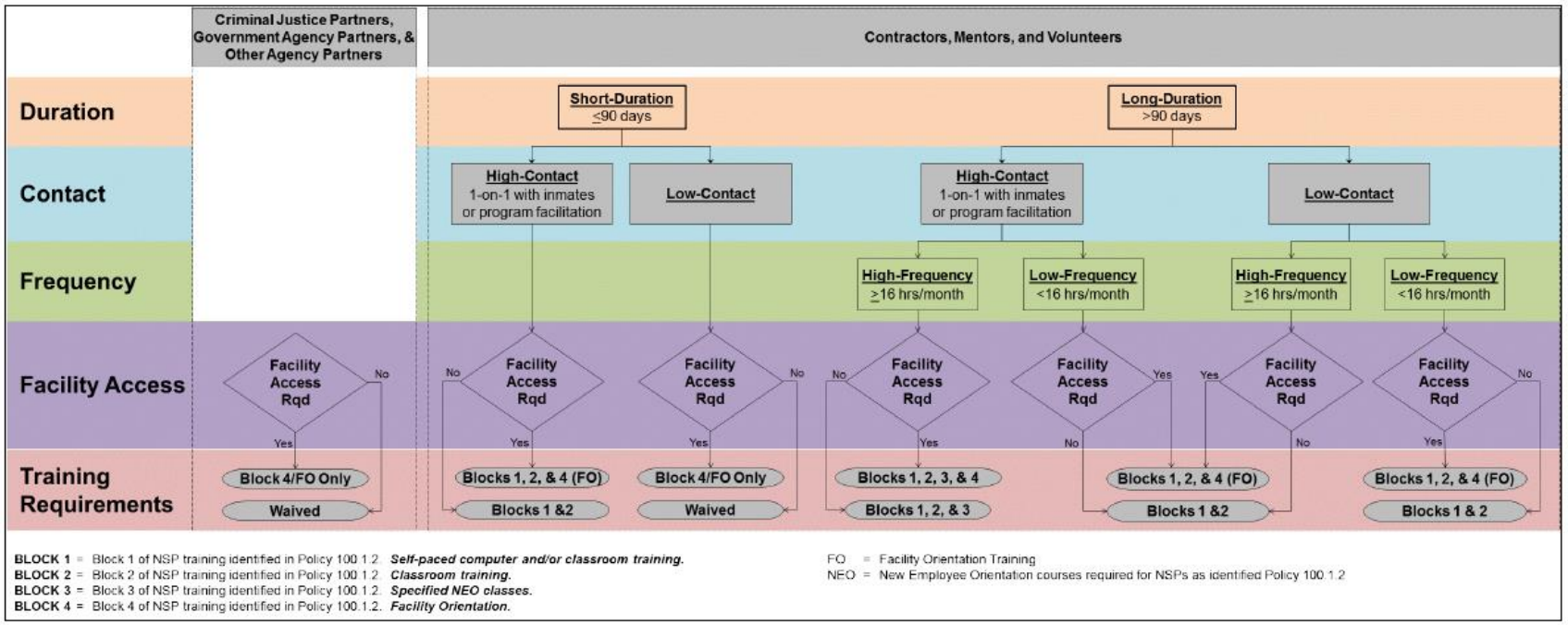
Regardless of those factors, however, a majority of NSPs must complete a minimum training requirement, which includes an online iLearn training curriculum, as well as a 3.5-hour classroom training. A flowchart that helps to determine what training NSPs should go through is attached for reference.

PDU consults and collaborates on training development and delivery for DOC volunteers, contractors, and outside agency partners.

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ATTACHMENT A

NSP Training Requirements Flowchart



Policy 100.1.2

ATTACHMENT B

NSP CENTRAL TRAINING

Minimum Non-Employee Service Provider (NSP*) Training Requirements

(Training prerequisites for Issuance of an ID Card)

NSP Central Training is comprised of four blocks. The required training blocks for each type of NSP are delineated in Attachment A.

All Nonemployee Service Providers		High-Frequency, Duration, Contact	IAW Checklist & TBD by FUM
BLOCK 1 (Classroom and Self- Paced Courses)	**BLOCK 2** (Classroom Only)	**BLOCK 3** (NEO Training Elements)	**BLOCK 4** FACILITY ORIENTATION
General Information-Include: • ODOC Mission, • CORE, and • Inmate Statistics	Correctional Case Management (CCM)	Ethics & Professionalism	Orientation Tour
Tool & Key 40.1.2	Oregon Accountability Model (OAM)	Respectful Workplace	Required Documentation: • Prohibited Inmate Conduct • Report Writing • M-17 - Required paperwork
ID Cards	Major Factors Affecting Security	Supervision of Inmates	Who, What, When, Where
Inmate Count Procedures 40.1.3	Hostage Situation	Maintaining Boundaries	Emergency Preparedness
Release of Public Information	Security Threat Management (STM)	Prohibited Inmate Conduct	Inmate Count Procedures 40.1.3
Self-Care	Behavioral Health Services (BHS)	** Mental Health & Disabilities	PREA
PREA	Emergency Preparedness Planning	** Suicide Awareness & Intervention	Institution Access Procedures
	Searches	** Communicable Diseases	Tool, Key, & Radios
	Holding Offenders Accountable	** Bloodborne Pathogens	ESS
	Inmate Health Services 291-124-0005		HIPPA/Code of Ethics
	DOC Rules & Policies		

* Examples of NSPs: Contractors, volunteers, mentors, criminal justice partners, government agency partners, other agency partners

** = Optional for Health Services only

Policy 100.1.2

Strategic Plan

The DOC Volunteer Program will be implementing new volunteer training standards for existing volunteers during the 2017-19 biennium. The continuing education program will include department-specific training requirements and will include a module on diversity. The Volunteer Program will work with the DOC Office of Diversity and Inclusion to identify online training that can be incorporated into the agency learning management system, iLearn. This effort will be completed before the close of the 2017-19 biennium.

**Information on volunteer, contractor, and vendor training, and strategic plan provided by Programs and Services: Nichole Brown, Program and Services Administrator; and Lavon Starr Meyers, Volunteer Program Representative (September 2016)*

Additional Volunteer Training

Home for Good in Oregon (Faith-Based Programming from Intake through Re-entry)

This volunteer program provides additional training for its volunteers, revolving around three main principles: 1) focus first on the community, second on the person returning to the community; 2) use the high dream approached to develop the community and the person returning; and, 3) use evidence-based approaches to prevent recidivism.

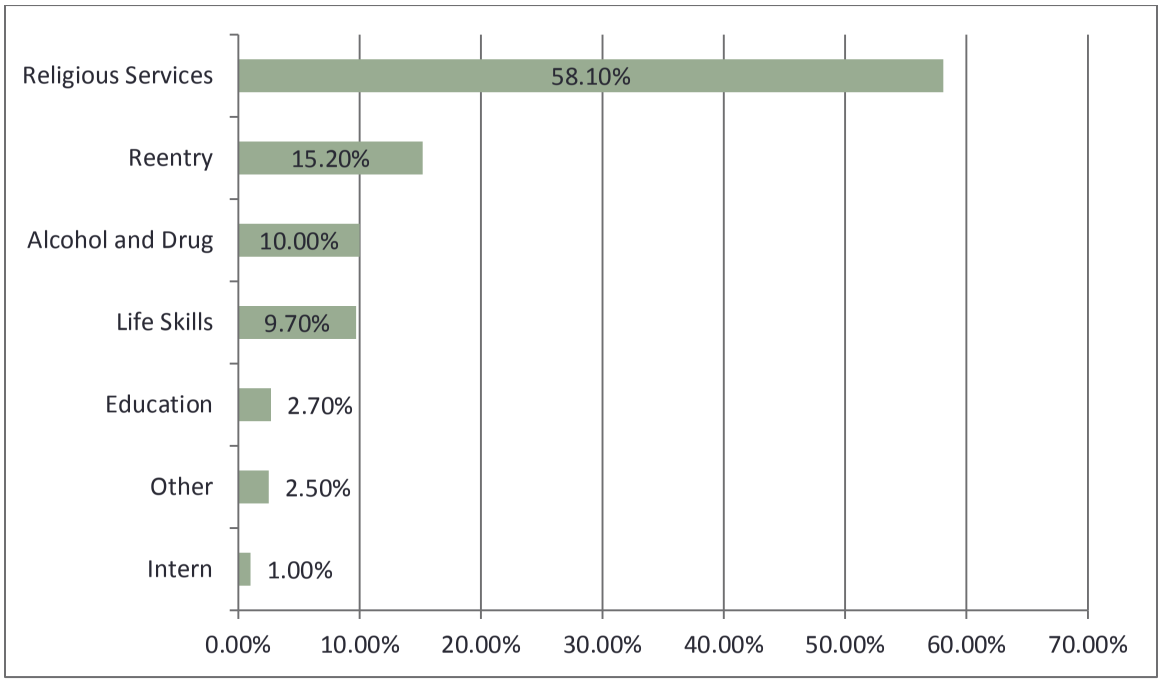
**Information compiled from Home for Good training module received from Dennis Holmes, Religious Services and Restorative Justice Administrator (September 2016)*

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Volunteer Data

Total Number of Volunteers as of August 2016: 2,325

Table 6. Volunteer Breakdown by Functional Unit



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Re-entry Includes: Re-entry Community, Re-entry Faith Based, Re-entry Religious, and Re-entry Community Faith Based, and Home for Good in Oregon

Other Includes: Administration, Behavioral Health Services, Health Services, Research Unit, and Victim Services

Table 7. Gender Breakdown of Volunteers

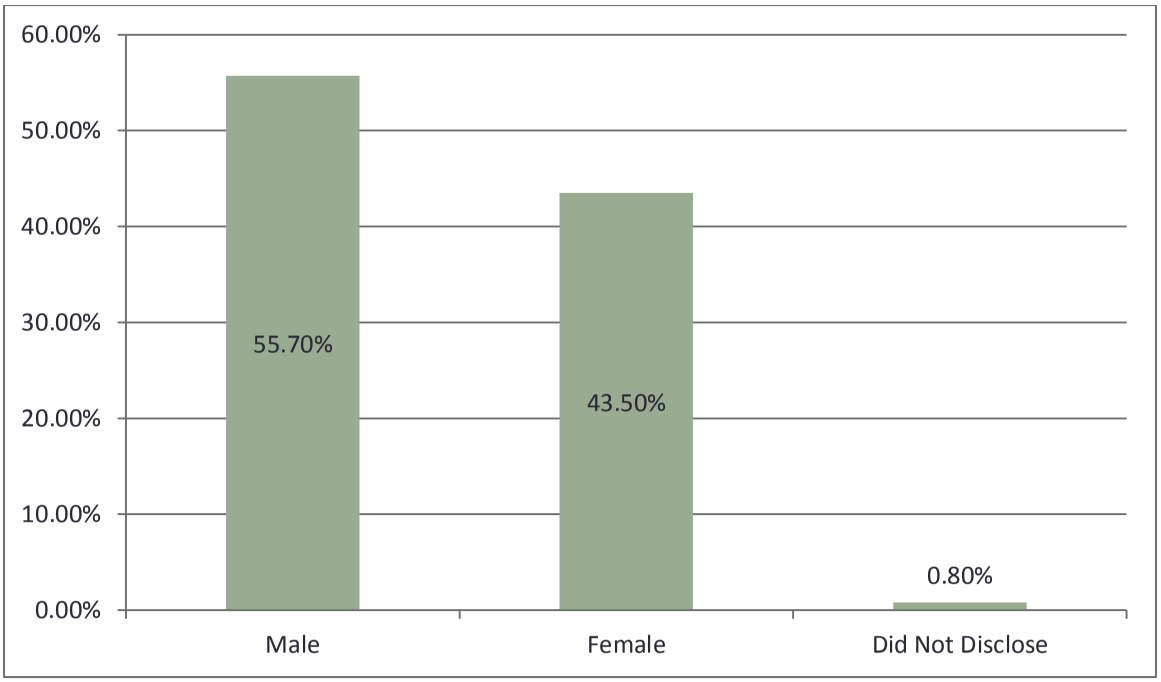
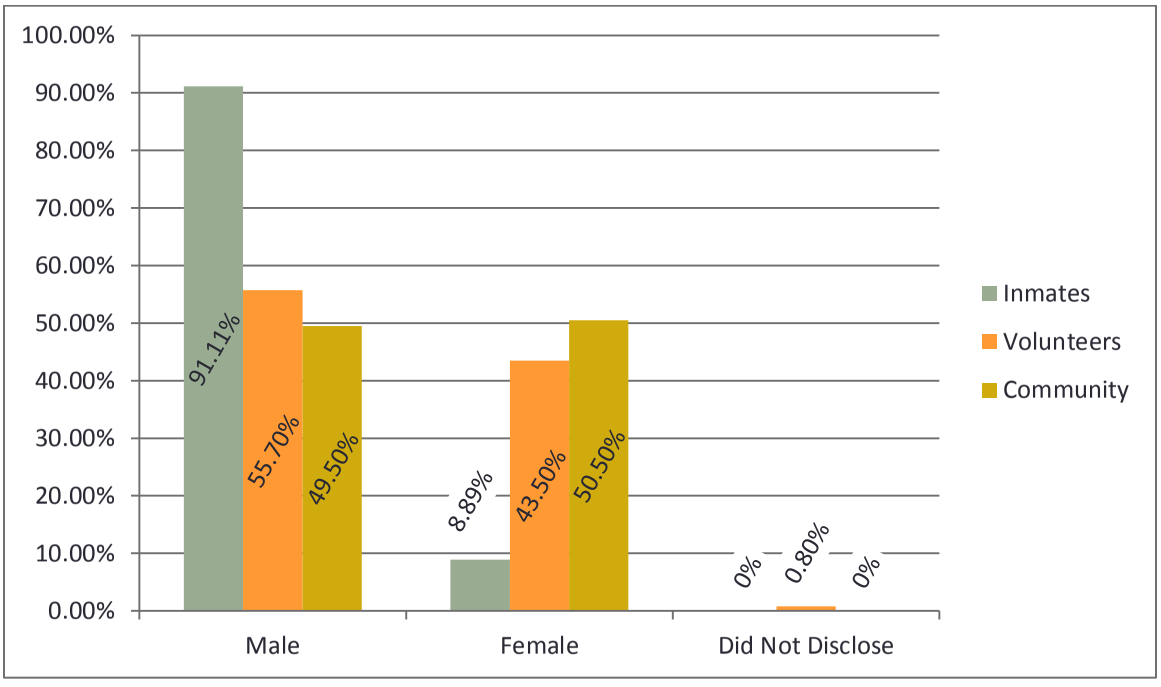


Table 8. Gender: Volunteer, Inmate, and Community Comparison



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Table 9. Ethnic Breakdown of Volunteers

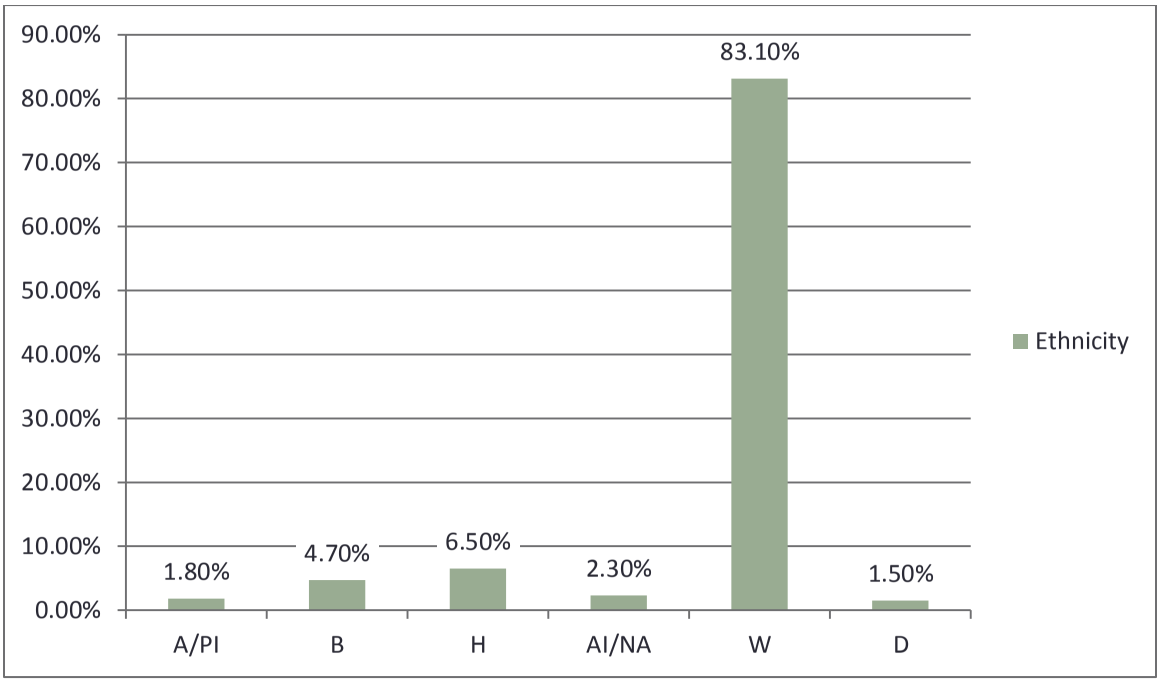
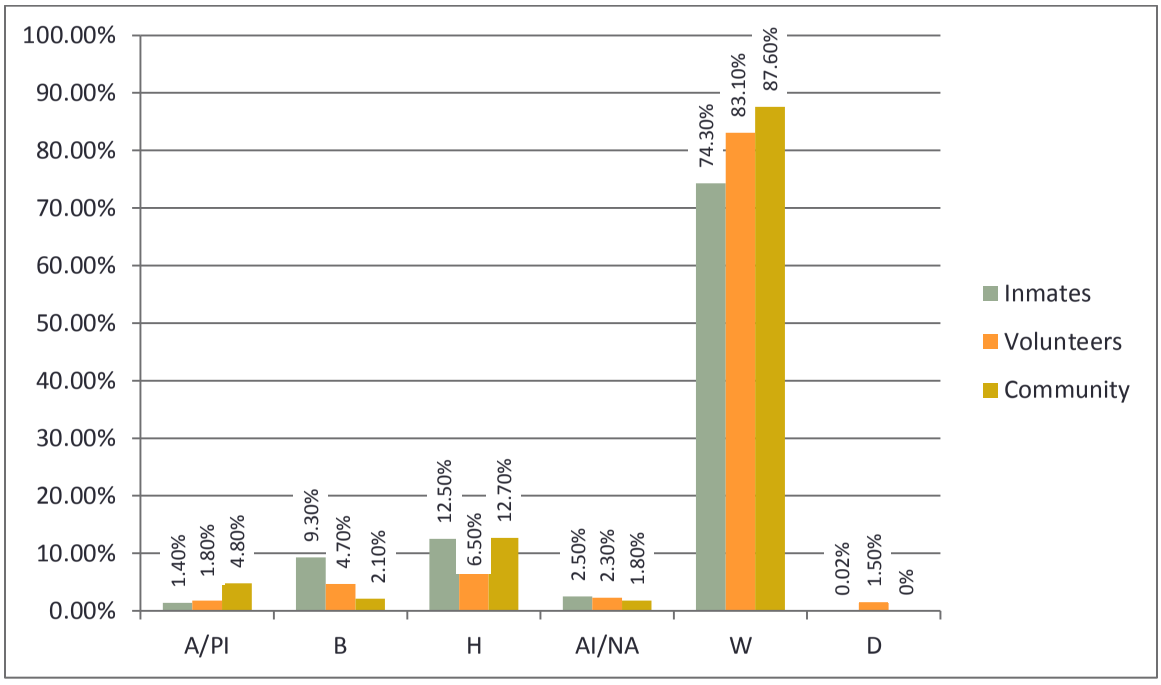


Table 10. Ethnicity: Volunteer, Inmate, and Community Comparison



**Data for tables 6-10 provided by Jeff Duncan, Research Analyst (August 2016)*

***A/PI = Asian/Pacific Islander; H = Hispanic; AI/NA = American Indian/Native America; B = Black; W = White; D = Did not Disclose*

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D. Programs

I. Internship Program(s)

Diversity and Inclusion

In January 2015, the Office of Diversity and Inclusion coordinated the formal Diversity and Inclusion Internship Program for the agency and now cycles interns in regularly. The Diversity and Inclusion Internship Program has worked with various entities to recruit interns including:

- Chemeketa Community College
- Siletz Tribe
- Western Oregon University, and
- University of Oregon

Table 11. Diversity and Inclusion Internship History

Intern	Voluntary Self-Identification	Recruitment Location	Current DOC Status
Caudillo, Stephanie	SI/F	Siletz - 477 Self Suff. WEX	Former Intern and DOC Temporary Employee
Dumitru, Katharine	W/F	Western Oregon University	D&I Temporary Employee
Escalera, Amairani	L/F	Western Oregon University	D&I Intern
Garcia, Lorena	L/F	Western Oregon University	D&I Temporary Employee
Hernandez, Maria (Estela)	L/F	University of Oregon	Former Intern
Jenson, Tatiana	W/F	University of Oregon	D&I Intern
Kidman, Melissa	W/F	University of Oregon	Former Intern
Li, Amy	A/F	University of Oregon	Former Intern
Lyver, Ahlana	W/F	University of Oregon	Former Intern
Maguire, Molly	W/F	University of Oregon	Former Intern
Rodriguez, Rubi	L/F	Western Oregon University	Former Intern

Intern	Voluntary Self-Identification	Recruitment Location	Current DOC Status
Romero, Isabela	L/F	University of Oregon	Former Intern
Sillman, Laurie	W/F	Chemeketa Community College	Former Intern
Smith, Carmen	SI/F	Siletz - 477 Self Suff. WEX	Former Intern
Smith, Christian	P/M	Western Oregon University	Former Intern
Stewart, Katie	W/F	University of Oregon	D&I Permanent Employee
Taylor, Megan	B/F	University of Oregon	Former Intern
Vargas-Rubio, Gabriela	L/F	Western Oregon University	D&I Intern
Warner, Christina	W/F	Chemeketa Community College	Former Intern

**A = Asian; L = Latino; P = Filipino; SI = Siletz Indian; B = Black; W = White; F = Female; M = Male*

***Data for table 11 provided by Katie Stewart, Diversity and Inclusion Program Support (December 2016)*

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Health Services and Behavioral Health Services

When student interns in the Health Services and/or Behavioral Health Services field contact the department regarding interning, a representative makes sure that there is adequate space and supervision for the potential intern and makes the connection for the student.

Pharmacy – Externship Program with Oregon State University

DOC accepts students from Oregon State University for an on-site teaching facility required for a particular class offered at the University. The class requires students to select a site for a six-week rotation in a pharmacy. When students connect with the department, they are also offered the opportunity to tour an institution.

Inspector General

The Inspector General's Office currently has an intern from Chemeketa Community College who is assisting staff with projects regarding the Prison Rape Elimination Act (PREA) and Correctional Outcomes through Research and Evaluation (CORE), and providing on-site support on occasion to Investigators and Hearings.

Institutions

CCCF

Currently has interns working in health services, but most interns through this institution only stay for a few weeks at a time.

CRCI

Have up to 4 interns at any given time working specifically in the treatment areas of the facility. CRCI Health Services also hosts various interns throughout the year.

DRCI

Currently has two interns. One intern from Central Oregon Community College works for the Education contractor at the institution. The Education contractor has had several over the past years working in the education department in various capacities including the computer lab and workshops.

The other intern is working for the alcohol and drug (A&D) contractor. This intern is working on her A&D education and treatment certificate.

In 2014, the institution hosted two Criminal Justice majors from Central Oregon Community College—they were assigned one day a week and were put through a 10-week course designed by the institution, where the interns got to experience work in all of the sections from counseling to security to physical plant, mailroom, and food service. One of those interns went on to become a Correctional Officer at WCCF.

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OSCI

The institution recently finished hosting an intern who was working with a Correctional Counselor.

OSP/MCCF

In the past, the facility has hosed interns from local colleges and universities. The facility offers the opportunity to work in most areas of the prison.

TRCI

The institution routinely recruits student nurses to work in Health Services, and recently hired a student nurse on completion of her internship. The average length of internships at the institution is six weeks.

**Information on formal and informal internship programs at the institutions provided by representatives from each institution (September 2016)*

II. Mentorship Program(s)

CCCF

Managers at Coffee Creek mentor staff on an informal basis.

EOCI

As of September of 2016, EOCI is piloting a mentorship program using the following definition for mentor: someone whose hindsight can become your foresight.

On May 9, 2016, EOCI hosted a Capstone Event which included an 8-hour training on mindfulness and resiliency.

The institution also runs a Field Training Officer (FTO) Program for all Correctional Officers.

OSP/MCCF

The institutions offer job shadowing, work-out-of-class, and developmental opportunities in areas staff are interested in to promote career growth. This includes positions both inside and outside of the institution.

The Employee Inclusion Committee for the institutions has begun the process of creating an interview workshop, which will be offered to staff interested in improving their interview skills.

The institutions also offer a formal FTO program for security staff. The program connects new officers with a seasoned security staff through a field training curriculum.

SRCI

The Superintendent created a semi-formal mentorship program that has been active for the past two years. Information is given to each individual that meets to discuss succession planning. Each individual is followed up with to see how things have been going and to provide support.

In addition, over the past two years, all three Assistant Superintendents have conducted informal succession planning with staff.

The institution also has 20 security staff members in the FTO Program who mentor new employees through their one-year trial service.

TRCI

The institution is currently working on developing a mentorship program for staff.

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WCCF

Since January 2014, the institution has facilitated a one-year Leadership Development Program where each year, six candidates — both management and represented staff — participate under the mentorship of three management staff. The program is on its third year and has had 18 staff participate.

The facility also runs an ongoing Field Training Experience Program that currently has 15 staff supervised by eight FTOs and two Field Training Supervisors.

Under the mentorship of three staff, an additional 10 staff are being trained in emergency preparedness to form an Emergency Preparedness Team. The trained staff then provide training and mentorship to staff throughout the institution.

There is also a 14-member Training Advisory Council that is currently preparing training components which can be used individually or by small groups of staff during in-service, specific staff meetings, or other mentorship moments.

The institution also conducts on-the-job, informal mentorship, and employees are also welcome to request specific one-on-one mentorship opportunities, such as job shadowing.

**Information on formal and informal mentorship programs at the institutions provided by representatives from each institution (September 2016)*

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III. Community Outreach Program(s)

Career Fairs

Diversity Career Fairs

- March 2015 – Hiring Our Heroes Job Fair, Salem
- April 2015 & 2016 – Urban League of Portland's Career Connections Job, Portland
- May 2015 – Women in Trades Career Fair, Portland
- June 2015 & 2016 – Hispanic Metropolitan Chamber Employment and Business Fair, Portland
- August 2015 & 2016 – Annual Diversity Employment Day Career Fair by City Career Fair, Portland
- September 2015 – Veterans Stand Down and Career Fair, Portland
- September 2015 – Heroes to Hire Career Fair, Salem
- April 2016 – Hero 2 Hire Veterans and Service Member Career Fair, Salem
- August 2016 – Heroes to Hire Vancouver Armed Forces; Vancouver, WA
- September 2016 – Oregon Department of Veteran's Affairs Expo, Portland
- September 2016 – Hire Oregon Heroes Career Fair, Portland
- September 2016 – Heroes for Hire; Vancouver, WA

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Non-Diversity Specific Career Fairs

- March 2015 – Western Oregon University Public Safety Fair, Monmouth
- April 2015 & 2016 – University of Nevada Las Vegas Criminal Justice Career Fair; Las Vegas, NV
- May 2015 – Portland State University (PSU) Career Fair, Portland
- May 2015 & 2016 – Chemeketa Public Safety Fair, Salem
- November 2015 – Pioneer Pacific College, Wilsonville
- November 2015 – Fort Lewis Brown Bag Presentation; Tacoma, WA
- March & September 2016 – Idaho Job Fair; Boise, ID
- April 2016 – Chemeketa Spring Term Career Fair, Salem
- April 2016 – Oregon Health and Science University Nursing Career Fair, Portland
- April 2016 – Oregon State University (OSU) Computer Science Virtual Career Fair, Corvallis
- April 2016 – Southern Oregon University and Internship Fair, Ashland
- April 2016 – OSU Career Fair, Corvallis
- April 2016 – Department of Public Safety Standards and Training (DPSST) Public Safety Career Fair, Salem
- June 2016 – Daly Days Health Fair, Lakeview

- August 2016 – Intel and Jive Outplacement High-Tech Fair, Beaverton
- September 2016 – Oregon Society of Certified Public Accountants Showcase, Portland
- October 2016 – Oregon National Guard Youth Challenge Program (OYCP) Career Fair, Bend

**Information on diversity and non-diversity specific career fairs provided by Sara Hargrave, Social Media Recruiter, and Katie Stewart, Diversity and Inclusion Program Support (September 2016)*

Institutions

CCCF

- June 2016 – CCCF Job Fair/Open House, Wilsonville
- Sends staff to recruitment fairs on behalf of the department

CRCI

- Lieutenant Lindsay Noack and a group of staff have attended three local career fairs throughout the 2015-17 Biennium

DRCI

- October 2015 – DRCI Job Fair/Open House, Madras
- June 2016 – DRCI Recruiting Event, Madras

EOCI

- 2014 Hermiston Oregon Career Fair
- 2015 Blue Mountain Recovery Center Career Fair
- February 2016 – EOCI Job Fair/Open House, Pendleton
- October 2016 – EOCI/TRCI Combined Recruiting Event, Pendleton

OSCI

- Sent representatives to several job fairs, including the Fort Lewis and DPSST fairs

OSP/MCCF

- Sends staff to attend job fairs at Chemeketa Community College

PRCF

- April 2016 – Local community was invited into PRCF to participate in the Yearly Volunteer Appreciation and Recruitment Banquet as a part of Diversity and Inclusion Recruitment efforts.

SRCI

- February 2015 – Hosted On-Site Job Fair with over 250 attendees
- October 2016 – SRCI Recruiting Event, Ontario
- Attends one job fair every six months

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TRCI

- Since the start of the 2015-2017 Biennium, has attended recruitment fairs with Blue Mountain Community College, Columbia Basin College (Pasco, Washington), Washington Work Source, Hermiston Oregon Community Center, and Sage Center
- October 2016 – EOCI/TRCI Combined Recruiting Event, Pendleton

WCCF

- April 2015 – Klamath Community College by WorkSource Oregon
- November 2015 – WCCF On-Site Security Series Open House
- February 2016 – Lake County Examiner Expo and Job Fair
- June 2016 – Daly Days Health Fair/Job Fair sponsored by Lake District Hospital

**Information on recruitment events at the institutions provided by representatives from each institution (September 2016)*

Media Recruitment

- Craigslist
  - Salem, Portland (Washington, Multnomah, Clackamas counties), Eugene, Corvallis, Cost, Eastern Oregon
- Oregonianlive.com
  - Includes print and digital media-send outs to multiple national, Industry, Local and Diversity job boards including, Simplyhired, Glassdoor, Indeed, JuJu, Asian.jobs, Hispanic.jobs, vetjobs, diversity jobs, etc.
- Dice.com
- Bend Bulletin
  - Includes print and digital media-sends out to job boards multiple national, industry, local and diversity job boards including Simplyhired, Glassdoor, Indeed, JuJu, Asian.jobs, Hispanic.jobs, vetjobs, diversity jobs, etc.
- All Oregon University and College Job Boards
- Correctionsone.com
- Social Media platforms including Facebook, LinkedIn, Twitter, YouTube, Instagram
- The Oregon Sentinel (Oregon State Board of Nursing quarterly magazine)
- Argus Observer
- Theworldlink.com newspaper (North Bend-Coos Bay)
- Idaho Statesman
- Tri-city Herald
- Military Medical News
- Press Releases

**Information on media recruitment provided by Sara Hargrave, Social Media Recruiter (September 2016)*

Diversity and Inclusion Targeted Outreach

As an additional method of reaching underrepresented communities, the Office of Diversity and Inclusion has begun a targeted community outreach program with the intention of proactively reaching out to minority organizations in the communities surrounding DOC locations.

Table 12. Targeted Community Outreach: Identified Community Groups

Organization	Name	Address	Contact Information
Beaverton Hispanic Center	Juanita Villarreal	3800 SW Cedar Hills Blvd Beaverton, OR 97005	971-249-2421 or 503-270-0272
Bienestar de la Familia –Multco	Virginia Salinas	6736 NE Killingsworth St Portland, OR 97218	503-988-6295 x85682 or virginia.q.salinas@multco.us
Latino Network	Lizzie Martinez	410 NE 18th Ave, Portland, OR 97232	(503) 283-6881 or lizzie@latnet.org
Latino Community Association		1130 NW Harriman St Bend, OR 97701	milagros@latinocommunityassociation.org
Latino Community Foundation		116 SE D. Street Madras, Or 97741	
MRG Foundation Office:	Belinda (LUS)	1235 SE Morrison Street, Suite A Portland, Oregon 97214	503-289-1517 or info@mrgfoundation.org
Capaces Leadership Institution		356 Young St Woodburn, OR 97071	503-902-0756
Hispanic Cultural Center of Idaho		315 Stampede Drive Nampa, ID 83687	208-4420823 or hccidaho@live.com
ICHA Idaho Commission of Hispanic Affairs		2399 S. Orchard Street, Suite 102 Boise, ID 83705	208-334-3776
The Oregon Community Foundation		818 W Eighth St. Medford, OR 97501	541-773-8987
The Oregon Community Foundation		915 S. First St. Coos Bay, OR 97420	541-269-9650
Causa Oregon		3645 SE 32nd Ave Portland, OR 97202	1-855-884-2287

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Organization	Name	Address	Contact Information
OLAA	Reyna Lopez	1819 SW 5th Ave. #159 Portland, OR 97201	olaaction@gmail.com
Tillamook County Women's Resource Center		1902 2nd Street, Tillamook, OR 97141	(503) 842-9486
Hermiston's Hispanic Advisory Committee	Manuel Gutierrez		mgutierrez@hermiston.or.us
Somali American Council of Oregon	Musse Olol	119718 SE Division Street #377 Portland, Oregon 97266	503-327-4349 Or molol@sacoo.org
Multicultural Community Services	Salah Ansary	605 SE Cesar E Chavez Blvd Portland, OR 97214	503-231-7480
Catholic Charities	Henry Chin	2740 SE Powell Blvd Portland, OR 97202	503-231-4866
El Programa Hispano Catolico		2740 SE Powell Blvd. Portland, OR 37202	503-231-4327 503-669-8350 or mstocking@elprograma.org
Impact NW	Brian Stewart	7211 SE 62nd Ave Portland, OR 97206	503-721-6777 503-294-7400 or info@impactnw.org
Black United Fund of Oregon	Kimberlee Sheng	2828 NE Alberta St. Portland, OR 97211	503-282-7973 Or ksheng@bufor.org
Urban League of Portland : Community Works Programs	Meshauna Powe (Workforce Specialist)	10 N Russell St, Portland, OR 97227	503-280-2600
African American Chamber of Commerce Oregon		4300 NE Fremont St, Portland, OR 97213	503-768-3966
Coalition of Communities of Color	Kodey Park Bambino	221 NW 2nd Ave Suite 303 Portland, OR 97209	503 200-5722 or kodey@coalitioncommunitiescolor.org

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Organization	Name	Address	Contact Information
IRCO Immigrant and Refugee Community		10301 NE Glisan St Portland, OR 97220	503-234-1541 sophornc@irco.org djimetd@irco.org abdiasism@irco.org
APANO Asian Pacific American Network of Oregon	Luann Algoso	2788 Southeast 82nd Ave Suite 203 Portland, OR 97266	971-340-4861 or info@apano.org
Asian Health & Service Center		3430 SE Powell Blvd Portland, OR 97202	503-872-8825 info@ahscpdx.org
Asian Health & Service Center		12500 SW Allen Blvd Beaverton, Or 97006	503-641-4113

**Data for table 12 provided by Katie Stewart, Diversity and Inclusion Program Support (August 2016)*

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Commissions

The Office of Diversity and Inclusion Administrator attends all meetings for the following Commissions:

- Commission on Black Affairs
- Commission on Hispanic Affairs
- Commission for Women
- Commission on Asian and Pacific Islander Affairs

The Office of Diversity and Inclusion Administrator will be attending additional commissions in the future, such as:

- Commission for the Blind
- Oregon Criminal Justice Commission
- Oregon Disabilities Commission

Events/Festivals

- September 2014 – Hispanic Heritage Month Breakfast
- October 2014 – Urban League Dinner
- November 2014 – Centro Cultural: The 4th Annual Auction and Fundraising Gala
- February 2015 – Blacks in Government (BIG) African American Heritage Month Dinner
- June 2015 – Diversity/Equity Practitioner's Meeting by United Way
- June 2015 – America's Global Village Festival
- August 2015 – Roosevelt High School Assembly Presentation for African American Athletes
- October 2015 – Presented at Oregon Chapter American Correctional Health Services Spring Conference
- October 2015 – National Association for the Advancement of Colored People (NAACP) Scholarship Award Dinner
- December 2015 – ITT Technical Institute Graduation Speech
- January 2016 – NAACP Martin Luther King Dinner
- February 2016 – Blacks in Government (BIG) African American Heritage Month Dinner
- March 2016 – Equity for Common Good Workshop
- May 2016 – Career Day at Keiser Elementary School
- May 2016 – Ontario Diversity Conference
- May 2016 – Diversity Parade, Beaverton
- June 2016 – Diversity and Inclusion Potluck at Treasure Valley Community College
- July 2016 – Presentation for the Prince Hall Masons

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- August 2016 – Say Hey! by Partner's In Diversity
- August 2016 – Annual Nesika Illahee Powwow: Siletz

Consulates

As of August 2016, DOC houses foreign nationals in its prisons from 86 different countries. The Office of Diversity and Inclusion handles all requests from consular offices. The DOC is currently working on updating Policy 40.2.10 — Consular Notification and Access — to better reflect current Consular contact.

History

The following is a list of Consuls that have contacted DOC since January 2015:

- The Consulate of Mexico (Portland, OR)
- Consular Office of Japan (Portland, OR)
- Argentine Republic Consulate (Los Angeles, CA)
- Consulate General of Jamaica (New York, New York)
- Peru Consulate (San Francisco, CA)
- Mexican Consulate (Boise, ID)
- Thailand Consulate (Chicago, IL)
- Ecuadorian Consulate (Beverly Hills, CA)
- Korean Consulate (Los Angeles, CA)
- China Consulate (San Francisco, CA)
- Embassy Consular Annex of the Commonwealth of the Bahamas (Washington, DC)

Services Provided

- Sends monthly list of foreign nationals housed in DOC
- Provides files of incarcerated foreign nationals to consulates
- Provides basic DOC orientation to consulates
- Coordinates consulate access to institutions
- Communicates with various consulates
- Notifies consulates on issues relating to foreign nationals
- Schedules post-institution visit meetings with both the consulate and department executive staff regarding outcomes
- Coordinates meetings with the intake administrator, institutions specialists, and superintendents
- Provides Spanish interpretation for staff and inmates
- Performs other duties as may be assigned to maintain continuity and quality within the Office of Diversity and Inclusion.

State/Tribal Relations

Tribal Liaison

Tribal Liaison Gary Sims — through collaboration with the Legislative Commission on Indian Services and Executive Director Karen Quigley —0 is working on an improved approach to tribal relations, through working with Native American staff and inmates, as well as conducting consultations with Oregon tribes. In addition, the Tribal Liaison is looking at potential certifications that might assist the Liaison in understanding tribal laws and beliefs.

Through a meeting with a Tribal Elder, the Office of Diversity and Inclusion has discovered that there are Native Americans in Oregon that would like to work in the corrections field. By identifying individuals who are interested in working for Tribal Police Departments, the department might be able also identify individuals who might be interested in a career in Corrections.

The Office of Diversity and Inclusion, in conjunction with the Tribal Liaison, is working on updating the State-Tribal Government to Government Relations Policy (10.1.6) to better reflect the needs of a relationship between Oregon's Tribes and DOC as the state adheres to Executive Order 96-30 regarding State-Tribal Government to Government Relations.

State-Tribal Public Safety Cluster

DOC Diversity and Inclusion Administrator Gary Sims is currently coordinating the State-Tribal Public Safety Cluster, which meets three times per year. Some major themes or issues discussed over the past year include:

- Impact of marijuana on tribal lands including input from tribes in Washington and Arizona
- Legislative Commission on Indian Services 2016 Spring Gathering and Training for State Agencies as it pertains to sovereignty and consultation review
- Future DPSST training on tribal laws, unification, and certification
- Coordination between cluster groups
- House Bill 2002 relating to public safety
- Senate Bill 343 pertaining to the repeal sunset provisions related to authorized tribal police officers

The Public Safety Cluster Coordinator is exploring potential joint cluster work with the Cultural Resources Cluster. The idea of a joint cluster was proposed to the Public Safety Cluster group for consideration.

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Oregon Outside Entities

The Office of Diversity has been pursuing establishing relationship with other entities in Oregon, including:

- Business Oregon
- Center for Equity and Inclusion
- Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- African American Behavioral Health and Addictions Treatment Coalition
- Department of Human Services, Ontario Office
- Disproportionate Minority Contact (DMC)
- Diversity, Equity, and Inclusion Business Resource Group
- Urban League of Portland
    - DOC has had a Memorandum of Understanding with the organization as of July 1, 2014.
- National Association for the Advancement of Colored People (NAACP)

IV. Diversity Awareness Program(s)

DOC has a variety of Diversity Awareness Programs, including:

Agency Wide Diversity Council

The department Diversity and Inclusion Advisory Council is currently being redeveloped as a Multi-Agency Advisory Council.

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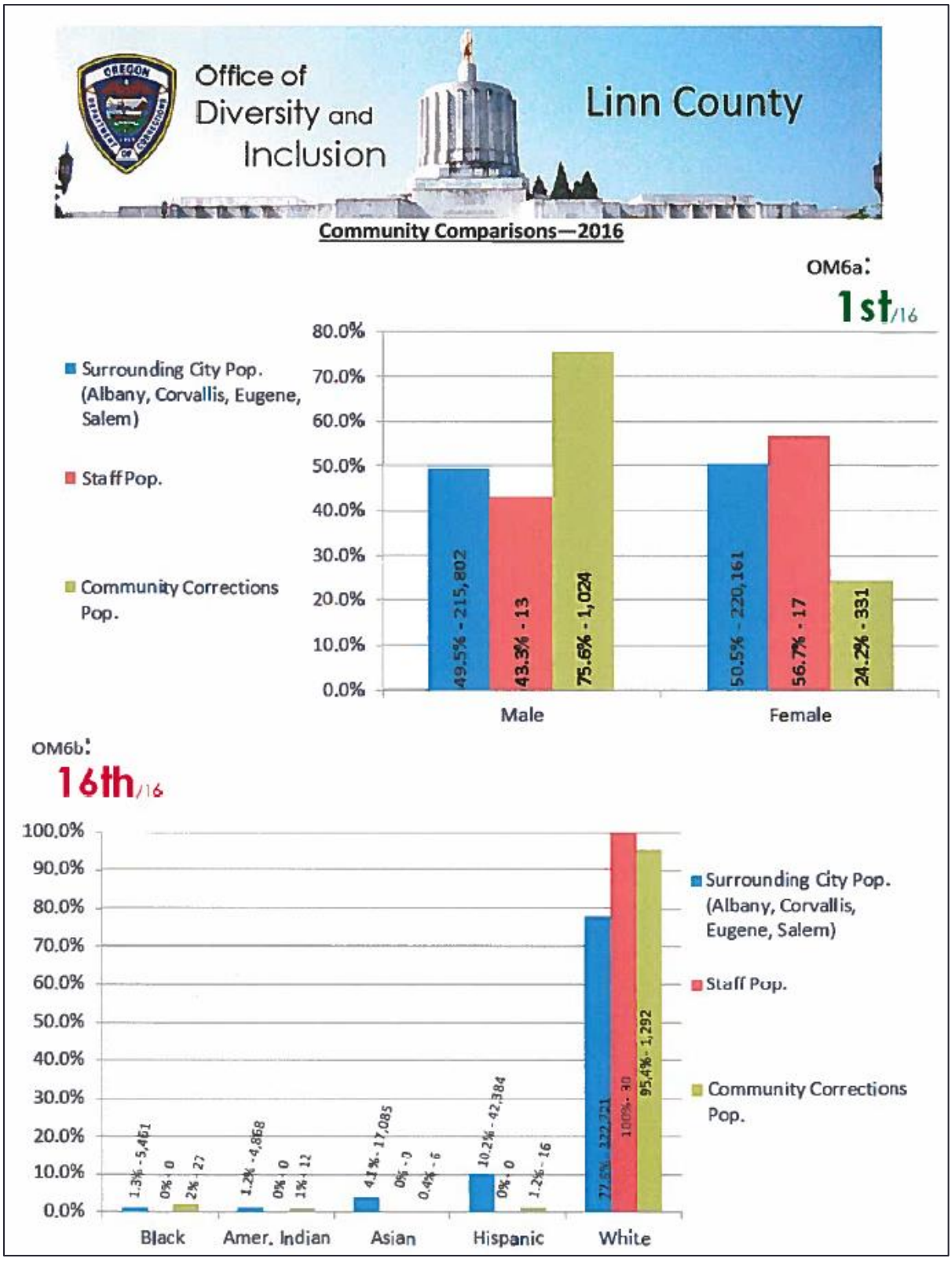
Employee Resources Groups

The Office of Diversity and Inclusion is currently in the planning phase of creating two Employee Resource Groups for the department regarding the following protected classes: Native Americans and Veterans.

Diversity Presentations, Training, and/or Activity

- Annual participation and funding towards the Statewide Diversity Conference
- Lunch and Learn Presentations
- Multicultural Appreciation Committee 2014 Diversity Training
- Racial Intelligence Training and Engagement (RITE) Conference and Training
- Oregon Chapter American Correctional Health Services Spring Conference
- National Organization for Blacks in Law Enforcement (NOBLE) Conference
- Diversity and Inclusion Institution Visits
- Diversity and Inclusion Institution and Division Factsheets (in development)
  **See example of Factsheet on following 2 pages*

Example of a Factsheet (Front):



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Example of a Factsheet (Back):

Ethnic / Gender Projection Goals for Linn County Parole & Probation

Current Status 2016	Male	Female	Black	Amer. Indian	Asian	Hispanic	White
Surrounding City Population (Albany, Salem, Corvallis, Eugene)	49.5% - 215,802	50.5% - 220,161	1.3% - 5,461	1.2% - 4,868	4.1% - 17,085	10.2% - 42,384	77.6% - 322,721
Staff Population	43.3% - 13	56.7% - 17	0.0%	0.0%	0.0%	0.0%	100% - 30
Community Corrections Population	75.6% - 1,024	24.2% - 331	2% - 27	1% - 12	0.4% - 6	1.2% - 16	95.4% - 1,292

2021 increase projection for staff's ethnic population.

5 Year Projection Goal	Black	Amer. Indian	Asian	Hispanic	White
Staff Population	+3	+1	+1	+3	

*26.6% increase in ethnic population of staff.

2026 increase projection for staff's ethnic population.

10 Year Projection Goal	Black	Amer. Indian	Asian	Hispanic	White
Staff Population	+3	+1	+1	+3	

*Additional 26.6% increase in ethnic population of staff.

Projected 10 year totals:	Black	Amer. Indian	Asian	Hispanic	White
Staff Population	6	2	2	6	14

* Totaling to 53.3% of staff being ethnic.

*The purpose of this document is to state the current ethnic and gender statistics for the Linn County Parole and Probation facility; our intention is to provide useful projection goals for each individual facility to help acquire and maintain the Governor's Executive Order 16-09: Relating to Affirmative Action and Diversity & Inclusion, where the Governor has specifically requested "each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to identify resources for improving the hiring and development opportunities of underrepresented persons".

*Data acquired from:

State of Oregon: Department of Corrections http://www.oregon.gov/doc/RESRCH/docs/community_profile.pdf (July 20, 2016)

United States Census Bureau: https://www.census.gov/quickfacts/table/PST045215/4123850,4115800,4101000,4164900 (July 20, 2016)

Employee data from:
DAS PPDB Data via Eric Westerfield, HR Recruitment Analyst (July 20, 2016)

Office of the Governor: Executive Order 16-09: RELATING TO AFFIRMATIVE ACTION AND DIVERSITY & INCLUSION

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Diversity and Inclusion Site Committees (DISC)

The following is a list of institutions that have satellite committees for diversity and inclusion and their main contacts.

CCCF

Contact: Lieutenant Lester Kiser
Lester.A.Kiser@doc.state.or.us
(503)570-2268 or (503)570-6421

CRCI

Contact: Linn Menzie
Linn.R.Menzie@doc.state.or.us
(503)280-6646

DRCI

Contact: Michele Simmelink
Michele.L.Simmelink-Rask@doc.state.or.us
(541)325-5224

EOCI

Contact: Nina Sobotta
Nina.E.Sobotta@doc.state.or.us
(541)278-7113

OSP/MCCF

*Pending
Sponsor: Captain Randy Holcomb
Randy.W.Holcomb@doc.state.or.us
(503)378-2109
Co-Chair: Brent Eriksen
Brent.A.Eriksen@doc.state.or.us
(503)378-2443
Co-Chair: Lieutenant Ed Rose
Edward.V.Rose@doc.state.or.us
(503)373-1468

PRCF

Chair: Veronica Johnson
Veronica.Johnson@doc.state.or.us
(541)523-9549

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Co-Chair: Vicki Clark
Vicki.S.Clark@doc.state.or.us
(541)523-9557

SCI

Contact: Susi Hodgin
Susi.A.Hodgin@doc.state.or.us
(503)378-5558 x259

SCCI

*Not an official committee
Contact: Claudia Wells
Claudia.X.Wells@doc.state.or.us
(541)756-6666 x275

SRCI

Chair: Sara Serrano
Sara.Serrano@doc.state.or.us
(541)881-5063
Chair: Captain Jose Garcia
Jose.R.Garcia@doc.state.or.us
(541)881-5018

TRCI

*In Development
Contact: Sherry Iles
Sherry.I.Iles@doc.state.or.us
(541)922-2024

WCCF

Contact: Lisa Carpenter
Lisa.A.Carpenter@doc.state.or.us
(541)947-8242

**Information on Diversity and Inclusion Site Committees at the institutions provided by representatives from each institution (September 2016)*

1281

v. Leadership Development/Training Program(s)

Developing Leadership Breakthrough Initiative

A 10-member, cross-divisional team is meeting from July through December 2016, to research best practices in leadership development and make a set of recommendations to the DOC Executive Team for approval and implementation. While the team meets, members will seek input and feedback from identified staff stakeholders to validate findings and recommendations. This Breakthrough team's work will be complete when all recommendations have been approved by the Executive Team, in preparation for a second Breakthrough Initiative (implementation). The work-product of this Breakthrough team will prepare the agency to implement a standardized leadership development approach across the agency. The Breakthrough has four goals:

- Develop a leadership philosophy and identify challenges unique to DOC and how to approach developing leaders
- Define standard DOC leadership attributes and expectations
- Recommend leadership training
- Recommend change management (rollout) strategy to include an agency-wide communication plan, coaching, training, mentoring, networking and Individual Leadership Development Plan (ILDP) approach

**Information provided by Jeanine Hohn, PDU Administrator (September 2016)*

1282

New Manager Training Initiative

The Professional Development Unit is partnering with Human Resources and to produce a new 40-hour, classroom-based training targeted primarily at new mangers that will create a baseline of common management skills and knowledge. The course will provide an overview of basic human resources management principles, with a strong focus on the people side of being in a management role, along with the basics of payroll, contracts, and procurement.

**Information provided by Jeanine Hohn, PDU Administrator (September 2016)*

RITE Training – Leadership Team (August 17, 2016)

On August 17, 2016, the DOC Leadership Team attended a one day Racial Intelligence Training and Engagement (RITE) course. The training is described as follows:

> RITE Leadership Training teaches critical components of both Emotional Intelligence (EI), and Social Intelligence (SI), combined with the RITE Tools. This is the RITE combination, which drives individual performance towards team success. Emotional Intelligence is being aware of our emotions, and to acknowledge that emotions can drive behavior that impacts others (positively and negatively). Social Intelligence is how we effectively navigate and negotiate all social relationships and situations. The RITE Tools (like the Emotional Energy Ladder), makes us aware of our emotions, how we affect others, and that only we have the power to make those changes.

**Information provided by Brandon Kelly, Superintendent of Oregon State Penitentiary (September 2016)*

DRCI

Deer Ridge Correctional Institution has sent many of its management staff to attend local training hosted by the Diversity Coalition which offers a four-part series called "Let's Talk Diversity".

VI. Additional Program(s)

Staff Wellness Breakthrough Initiative

Recent research has brought awareness of the importance of achieving and sustaining the health and wellness of correctional employees. The National Institute of Corrections (NIC) is focusing attention on wellness among corrections employees by sponsoring information sharing sessions, conferences, and further research. DOC Director Colette S. Peters is championing NIC efforts on wellness and the DOC Executive Leadership Team has identified wellness as a key priority in the 2015-2017 biennium and allocated resources to identify and implement changes.

Studies show correctional employees' lifespans are shorter than other public safety employees' and the general publics'. Correctional Officers have the second highest mortality rate of any occupation. On average a Correctional Officer's 58th birthday is his/her last and he/she will live only 18 months after retirement. Correctional Officers have higher divorce and substance abuse rates than the general population and will be seriously assaulted at least twice, on average, in a 20 year career. Of all assaults in prisons and jails 33.5% are committed by inmates against staff.

- Data about the mental, emotional and physical health of DOC employees is limited to two studies that focused on Correctional Officers only and is now 2.5 years old. No ongoing or additional studies are planned.
- DOC has not focused on nor prioritized the importance of health risks associated with the profession and the importance of preventative wellness maintenance. Research and experience indicate employees and/or families may not seek resources or information concerning wellness as a whole until a significant life event occurs. Wellness has not been clearly defined and there are limited resource options pertaining to wellness.
- A corrections environment, which is often negative, exposes employees to the following types of stressors either directly or indirectly: 24/7 operation with unconventional days off, missed family events, mandatory overtime, traumatic events, and a heightened state of awareness. OHSU and PSU studies focused on

the security series showed they have high rates of suicide, obesity, sleep deprivation, divorce, substance abuse, and other health related issues.

- The cynical and skeptical culture within the corrections profession makes employees reluctant to ask for help or trust state sponsored programs. This suggests employees are concerned about confidentiality and the stigma attached to accessing available resources, preventing them from getting assistance. For example, in a study conducted by PSU only 38% of the Oregon Department of Corrections' workforce was confident with the anonymity of the Employee Assistance Program. In the same study, only 22.4% of employees expressed comfort in communicating conflicts with their immediate supervisor.
- DOC has numerous wellness programs and resources distributed across 17 different work locations. Examples include fitness centers, Healthy Team Healthy You, Weight Watchers, Employee Assistance Program, Emergency Staff Services, Health Engagement Model, Employee Entertainment and Recreation, and mindfulness-based wellness and resilience training. Many of these programs and resources are available at little to no cost and offer incentives to participate.

To do nothing about employee health and wellness is to accept the statistics of declining employee health. By focusing resources and attention on balanced wellness the goal is to positively impact quality of life for corrections employees and their families. We will sustain a work atmosphere of positivity and a support network that is accessible and impactful, ultimately improving life expectancy, reducing divorce and suicide rates, decreasing drug and alcohol abuse, and positively impacting overall health.

1284

Workforce Planning and Diversity Breakthrough Initiative

Given high numbers of potential DOC retirees (data suggests 52 percent of current staff are eligible to retire in the next 3.5 years) and other Human Resources (HR) challenges, such as regular turnover and key position vacancies, our HR Division is working on a Breakthrough Initiative to develop practices, processes, and systems that both predict the agency's needs and provide a diverse, sustainable, and qualified workforce. Of note, there is a national downward trend in police and corrections recruitment, so Oregon's work is of interest to many other agencies across the nation as we share our research. Our goal is to improve diversity and create a more culturally competent workforce with measurable outcomes, while ensuring retention.

The Breakthrough Team has had many successes since they began work. Those successes include:

- A better understanding of data in regards to retention and retirement rates, why staff leave security for non-security positions and why DOC staff leave the agency.

- Recruitment strategy and gap analysis.
- A new Recruitment Team which includes a social media, health services, security and general recruiters.
- Changes to NEOGOV
    - Reduction in the number of questions for COs applicants and eliminate duplication in the application process
    - Mandatory questions about how applicant found DOC
    - Working title changes in NEOGOV in order to increase the number and quality of applicants
- Critical positions for workforce planning have been identified with the desire qualifications we want men and women to bring to those positions.
- Recruiting using social media, including Facebook and LinkedIn.
- One-day recruiting events at four institutions. These events allow an applicant to tour the facility, complete the required testing, interview and begin the background investigation process.
- Pilot a staff mentoring program at the Eastern Oregon Correctional Intuition (EOCI), which has a highest turnover rate of all the institutions at 11%. The objectives for the pilot are to aid new staff in acclimating to the correctional environment and increase morale, organizational productivity and career development. The fundamental measure of the pilot's success is decreasing the turnover rate at EOCI.

There is still a significant amount of important work still to come. The team would like to:

- Expand the mentoring program to additional locations
- Standardize the hiring and selection process across the state
- Develop and implement and bench strength process and work in conjunction with the Developing Leadership initiative

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E. Executive Order 16-09 Updates

I. Respectful Leadership Training (Diversity, Equity, and Inclusion)

Cultural Competency Advisory Committee

Effective: August 2015

Terminated: January 2016 due to a lack of staff resources

Mission

The mission of the Cultural Competency Advisory Committee is to circulate linguistic and cultural training pertaining to increasing diverse cultures throughout all DOC institutions. The training will be designed to enhance competencies to solidify seamless security and safety in accord with DOC's mission, vision, and values To accomplish this objective, the Office of Diversity & Inclusion will deploy a cultural

competency trainer with a team to assist him/her with the logistics necessary to initiate and conclude outcomes in our strategic initiative.

Goals

- Promoting cross-cultural awareness and respect via training and or symposiums.
- Assess cultural competence and implement remedies.
- Train culturally competent providers.
- Provide outside agency or providers with abilities to train staff/contractors and inmates to enhance safety and security.
- Train on the value of recruitment of bilingual, bicultural, and culturally diverse staff.
- Demonstrate how demographic profiles of the correctional community will enable plans for services that respond to the cultural characteristics of the customers serviced.
- Emphasize the value of participatory, collaborative partnerships with community stakeholders i.e. communities that are marginally represented in the correctional setting.
- Make training available to the public and illustrate the benefits or value of their participation in securing lower recidivism among disproportionately represented groups in corrections.

Destination 2026 – Culture

Starting in 2017, the department will begin a new initiative related to culture as part of its 10-year strategic plan. DOC expects its 10-year outcomes to include:

- Valuing employees and families.
- Asking for help will be seen as a sign of strength.
- Treating each other with respect.
- Role modeling, reinforcing, and redirecting with those in custody and on supervision.
- Using every interaction as an opportunity for positive change.

1286

II. Statewide Exit Interview Survey

Response Rate from July 1, 2015 – June 30, 2017: 12% (53 out of 436)

Table 13. Exit Survey Responder Demographics: Ethnicity

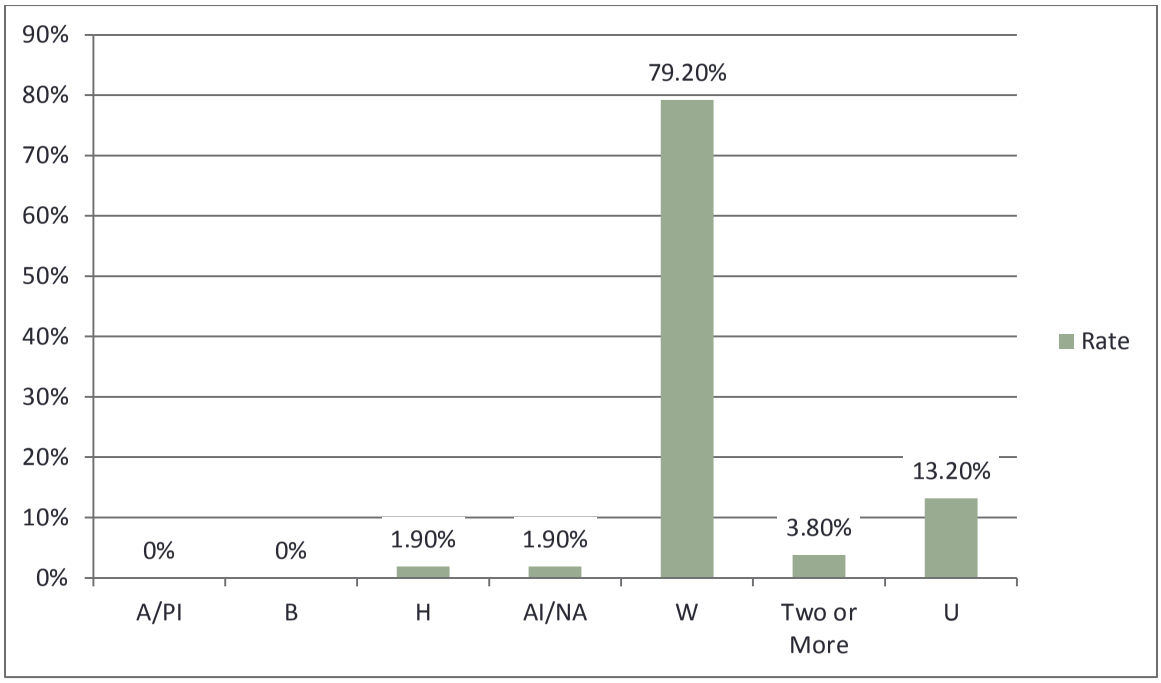
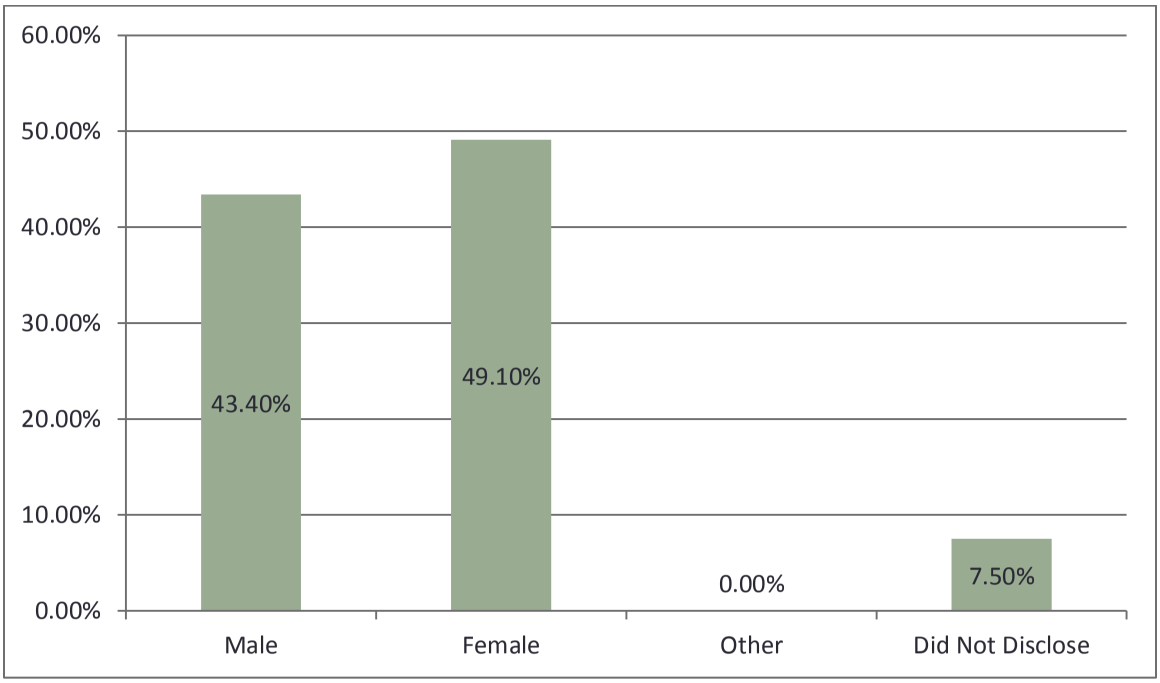


Table 14. Exit Survey Responder Demographics: Gender



1287

Table 15. Exit Survey Responder Demographics: Veteran

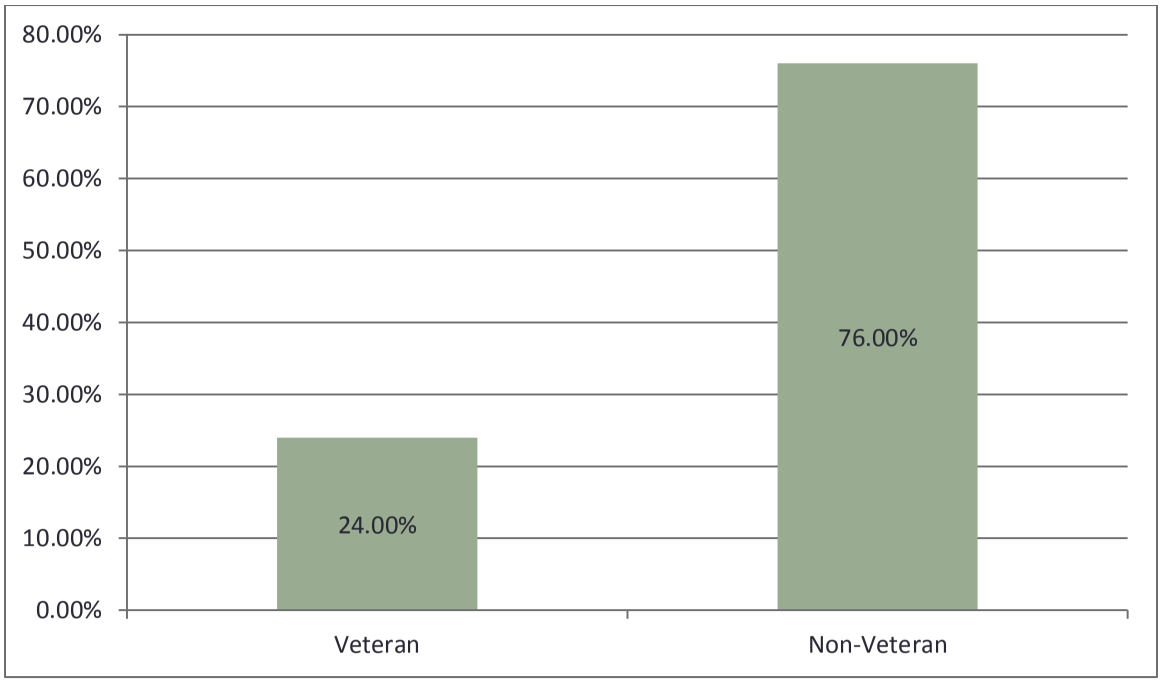
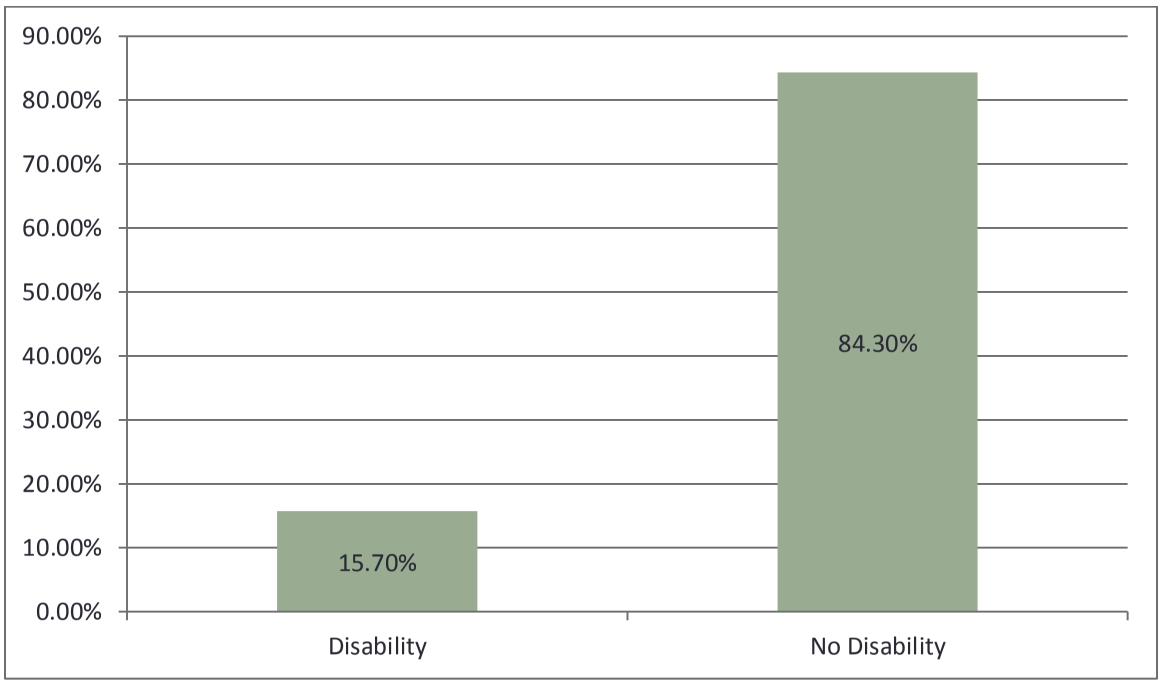


Table 16. Exit Survey Responder Demographics: Disability



1288

Data for Tables 13-16 from DAS PPDB Data via Eric Westerfield, HR Recruitment Analyst (August 2016)

III. Performance Evaluation of all Management Personnel

DOC's management personnel evaluation form measures our managers and supervisors effectiveness in achieving a respectful workplace, cultural competency and affirmative action as required in ORS 659A.012. Our goal is for each DOC manager and supervisor to receive annual performance evaluation. We are dedicated to providing a workplace free of discrimination because of one's race, religion, color, sex, marital status, national origin, disability or age. In addition, our position descriptions contain specific diversity statements as an expectation for each position.

**Information provided by John Nees and the Instructions for Management and Executive Service Performance Plan and Evaluation*

Management and Executive Service Performance Plan Evaluation Form

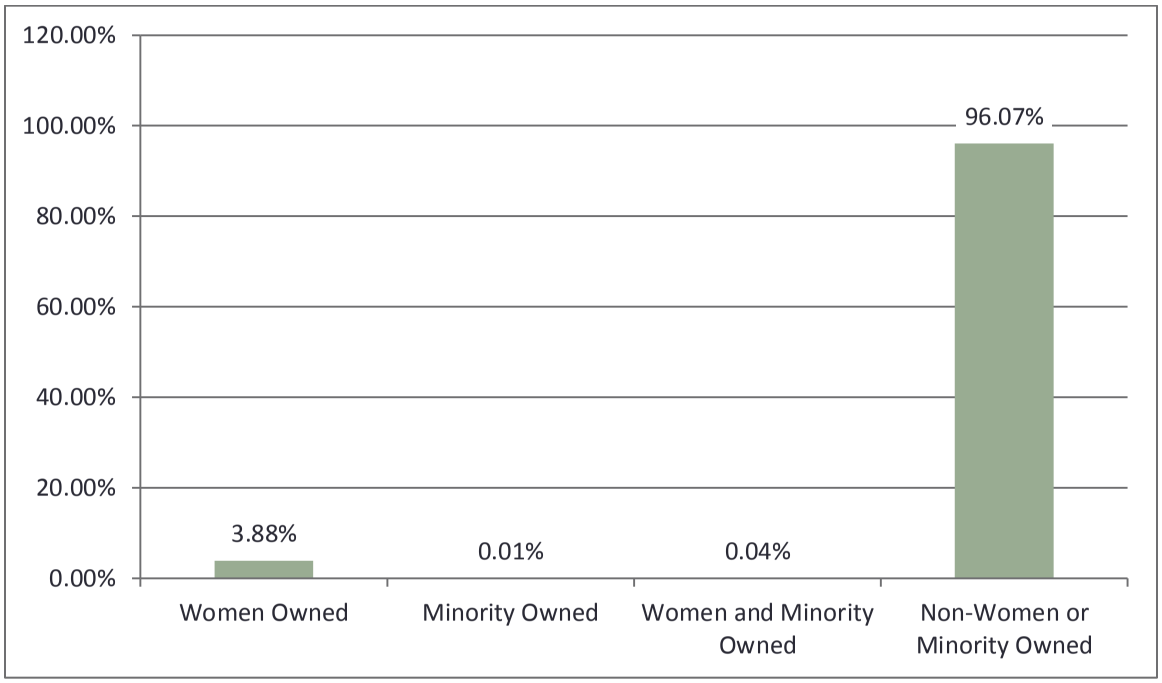
Management and Executive Service Performance Plan Instructions

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F. Status of Contracts to Minority Businesses

The following data on contracts to minority business is from July 1, 2014 – June 30, 2016. It is important to note that the data represented on contractors is flawed. The business that DOC does with Minority and Women Owned Businesses is likely underreported due to inaccuracy in the ability to match data between the Certification Office of Business Inclusion and Diversity (COBID) certified businesses and DOC Vendors listed in the Automated Financial Accounting Manufacturing Inventory System (AFAMIS).

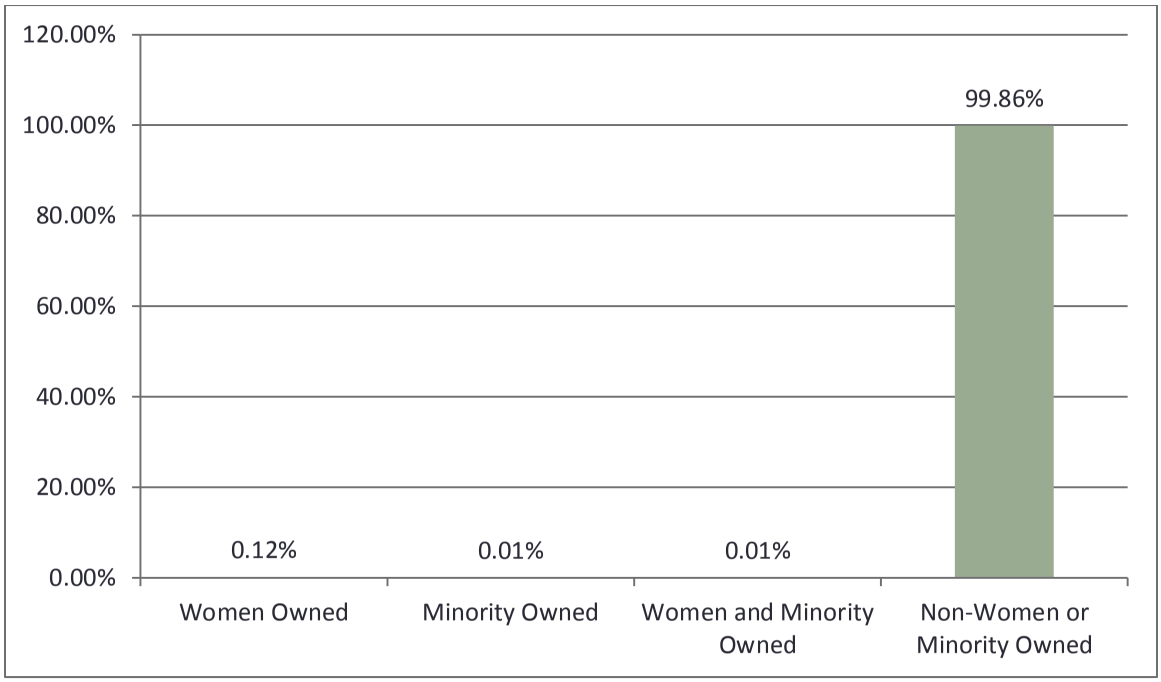
Table 17. Rate of Contracts to Minority Businesses: Number of Contracts



Certification	Number of Contracts
Women Owned	596
Minority Owned	1
Both Women and Minority Owned	6
Total DOC Contracts	15,357

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Table 18. Rate of Contracts to Minority Businesses: Money Spent on Contracts



Certification	Money Spent
Women Owned	$514,820.88
Minority Owned	$55,610.64
Both Women and Minority Owned	$20,199.60
Total DOC Contracts	$436,990,675.98

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**Data for tables 17-18 provided by Dick Hawks, Procurement and Contracts (September 2016)*

III. Roles for Implementation of Affirmative Action Plan

A. Responsibility and Accountability

I. Director/Administrators

- In 2013, the Director saw the opportunity to bring diversity and inclusion into the department and assigned Gary Sims to start up the Office of Diversity and Inclusion.
- The Director identified the need for a more diverse staff and tasked the Office of Diversity and Inclusion with attending career fairs, specifically for diverse groups, on behalf of the agency.
- The former Deputy Director wanted different institutions and divisions to know the diversity breakdown of staff in their corresponding areas and tasked the Office of Diversity and Inclusion with creating factsheets that could be used to report out on current statistics.
- The Director recognized the importance of tracking parity and affirmative action goals and instructed that four CORE measures be created to identify progress made or lost pertaining parity goals. The four measures are: Gender Diversity, Ethnic Diversity, Gender Diversity in the Correctional Officer Series, and Ethnic Diversity in the Correctional Officer Series.
- The Director's Office determined that the handling of International Consulate Affairs would best fit into the work of the Office of Diversity and Inclusion and assigned this work to the D&I Office. This is creating stronger relationships between DOC and various foreign consulates.
- The Director's Office identified the need for advancement of Government to Government relations with the federally and non-federally recognized tribes, and assigned the duties of both the Tribal Liaison and the State-Tribal Public Safety Cluster to Gary Sims and the Office of Diversity and Inclusion.
- The Director and the Executive Leadership Team identified the need for a culture of respect and inclusion and tasked the Office of Diversity and Inclusion with leading the culture portion of the department's 10-Year Strategic Plan.
- The Director saw the importance of structure for diversity and inclusion and instructed the creation of a Diversity and Inclusion Multi-Agency Advisory Council, approved a Diversity and Inclusion Policy (10.1.8) for the department, and approved, along with the Executive Leadership Team, a Policy Option Package in the Agency Request Budget to permanently fund the Office of Diversity and Inclusion.

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- The Director identified the importance of offering resources to DOC staff and asked the Office of Diversity and Inclusion to begin creating various Employee Resource Groups (ERGs) for the agency.
- The Director tasked the Diversity and Inclusion Administrator to act as a liaison between the department and the Governor's Equity and Community Engagement Office after identifying the importance of aligning with the Governor's Affirmative Action expectations.
- The Director determined a need for diversity, equity, and inclusion education and requested that the Office of Diversity and Inclusion begin hosting Lunch and Learn presentations that staff could attend in person or remotely.
- The Director identified the importance of having a strong working relationship with Oregon's Commissions (Black, Hispanic, Women, and Asian and Pacific Islander) and tasked the Diversity and Inclusion Administrator with attending Commission meetings that pertain to diversity, equity, and inclusion.
- The Director requested that the Office of Diversity and Inclusion work with colleges and other entities to re-establish internship opportunities, which could create a system of succession planning.
- The Director identified the importance of preventative work when it comes to the high prevalence of minorities incarcerated in the criminal justice system and tasked the Office of Diversity and Inclusion to be involved with the Governor's Disproportionate Minority Contact (DMC) efforts.
- The Director recognized the importance of involvement with other state agencies when it comes to Diversity and Inclusion and has continually decided to fund having staff attend the Annual Statewide Diversity Conference.

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II. Managers and Supervisors

- Various managers and supervisors in the agency have been actively willing to send staff to the Annual Statewide Diversity and Inclusion.
- Superintendents have identified the importance of diversity and inclusion and, in order to help their institutions, have selected representatives to run Diversity and Inclusion Site Committees (DISC) in each institution.
- Superintendents have reached out to the Office of Diversity and Inclusion when issues pertaining to diversity have arisen in their institutions to try and advance their institutions in issues of diversity, equity, and inclusion.
- Superintendents have had the Office of Diversity and Inclusion present to their Executive Management Teams to educate leadership in diversity, equity, and inclusion.
- Superintendents have accommodated Diversity and Inclusion staff when inmates have requested assistance with discrimination.

- Superintendents and Assistant Directors have worked with Diversity and Inclusion to identify 5- and 10-year goals of increasing diverse staff in their divisions or institutions.
- The Administrative Services Division has been collaborating with the Office of Diversity and Inclusion to advance diversity, equity, and inclusion in the agency.

III. Affirmative Action Representative

- In June 2016, the Affirmative Action Representative Gary Sims noticed an increase in inmates at an institution concerned about their paperwork and/or claims not being filed properly, so the Affirmative Action Representative set up a meeting with staff and an inmate to resolve the issues with filing the paperwork.
- In July 2016, the Affirmative Action Representative met with two female staff who felt they were not being heard or respected by upper management due to them being women. The Affirmative Action Representative went and met with the women to provide them with the support they were looking for and to let them know to contact the Office of Diversity and Inclusion for assistance with particular issues.
- The Affirmative Action Representative identified the need for more staff and a budget, specific to the Office of Diversity and Inclusion, and wrote a Policy Option Package for the Agency Request Budget that was approved by the Executive Leadership team to be reviewed by the Legislature.
- The Affirmative Action Representative recognized the importance of outer agency perspectives and got involved in collaborating with other state agencies to learn from each other's experiences.
- In June 2016, the Affirmative Action Representative was notified by a Superintendent of an issue where a staff member used a racial slur with an inmate. The staff member was reprimanded and the Affirmative Action Office met with the Superintendent and then sent a Diversity and Inclusion representative to check in with the inmate and ensure that he was okay.
- From November 2015 through April 2016, the Affirmative Action Representative was involved with staff and Upper Management at an institution to address an influx of racial slurs being used towards People of Color. The Affirmative Action Representative worked to educate the Superintendent and Management on appropriate actions to take in this situation. The Affirmative Action Representative also followed up with a staff member that felt harmed by the racial slurs.
- In 2015, a Superintendent notified the Affirmative Action Representative that an employee was being targeted for their race. The offender was identified to be guilty and was terminated. The Affirmative Action Representative was deployed to provide support to the victimized staff.

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IV. July 1, 2015 – June 30, 2016

A. Accomplishments

Business Resource Group

The Office of Diversity and Inclusion strengthened relationships and communication with other state agencies and their diversity offices.

Colleges and Universities

The Office of Diversity and Inclusion established and maintained strong relationships with various colleges and universities in Oregon.

Commissions

The Office of Diversity and Inclusion solidified its relationship with the Commission on Black Affairs, Hispanic Affairs, Asian and Pacific Islander Affairs, and for Women.

Community Organizations

The Office of Diversity and Inclusion is involved with various Latino and Native American community organizations to show the benefits employment at the department.

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Consulate

The Office of Diversity and Inclusion defined what a strong working relationship with consuls can look like through work completed with the Consulate of Mexico in Portland.

Diversity and Inclusion Involvement in Leadership

The Diversity and Inclusion Administrator has been selected as a stakeholder for the DOC Leadership Breakthrough Team and has been advising for the Leadership Breakthrough on a bi-weekly basis.

Diversity and Inclusion Job Fairs

The department's involvement with career fairs, specifically related to diversity and inclusion, increased over the last biennium.

Diversity and Inclusion Policy Package

Recognizing the importance of diversity and inclusion, the DOC Executive Leadership Team included a Policy Option Package in its Agency Request Budget to permanently fund the Office of Diversity and Inclusion.

Diversity and Inclusion Staff

The Office of Diversity and Inclusion has grown to five staff members (includes permanent and temporary employees).

The Office of Diversity and Inclusion has completed and received approval on two staff position descriptions.

Factsheets

The Office of Diversity and Inclusion is now able to give tools to Superintendents and Assistant Directors on underrepresented staff as they compare to the community, and provide 5- and 10-year projected goals that will help each division achieve parity.

Governor's Office

The Office of Diversity and Inclusion established a strong and consistent relationship with the Governor's Office of Equity and Community Engagement.

Legislative Commission on Indian Services

Tribal Liaison has been accepted by the Legislative Commission on Indian Services as someone who is pushing the agency forward in achieving a strong relationship between the agency and the 9 Federal and Non-Federally recognized tribes.

1296

National Conferences and Connections

The department has gained a better understanding of the importance of diversity and inclusion in the work place through attendance at national diversity and inclusion conferences and trainings.

The Office of Diversity and Inclusion has used memberships with national groups such as the Society for Human Resources Management (SHRM) and Executive Leadership to gain more information regarding evidence-based practices for workplace change.

Recognition

The department has gained recognition for its diversity and inclusion practices by the Washington Department of Corrections at a meeting on August 31, 2016 regarding Oregon DOC Volunteers.

Relationships with Superintendents

The Superintendents of the institutions value the Office of Diversity and Inclusion.

State-Tribal Public Safety Cluster

The Public Safety Cluster Coordinator was able to gain a better understanding of expectations of Cluster Groups and what it takes to organize the Group.

Coordinator was accepted by the Police Chiefs in the group and gained the respect as a lead agency involved in the Public Safety Cluster.

Statewide Diversity Conference

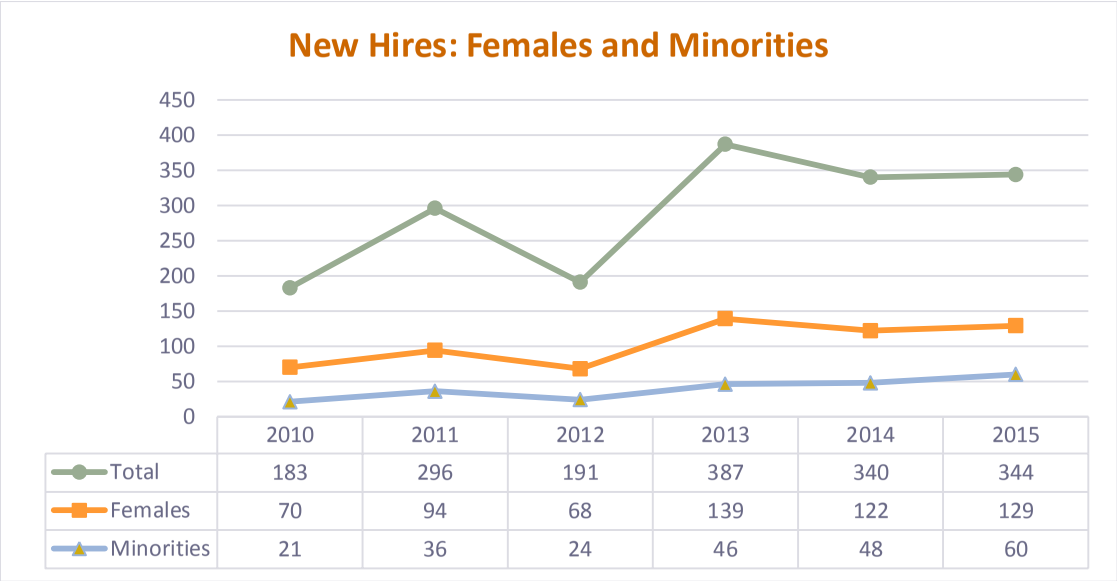
The Department continues to contribute, partially fund, and be involved with the Annual Statewide Diversity Conference.

B. Progress Made or Lost Since Previous Biennium

- The Department restructured the organizational chart which moved the Office of Diversity and Inclusion to a lower level.
- Training on diversity and inclusion has been reduced to one hour and is offered online only.
- Some diversity and inclusion programs started and, due to budget and resource constraints, were reduced or stopped.

1297

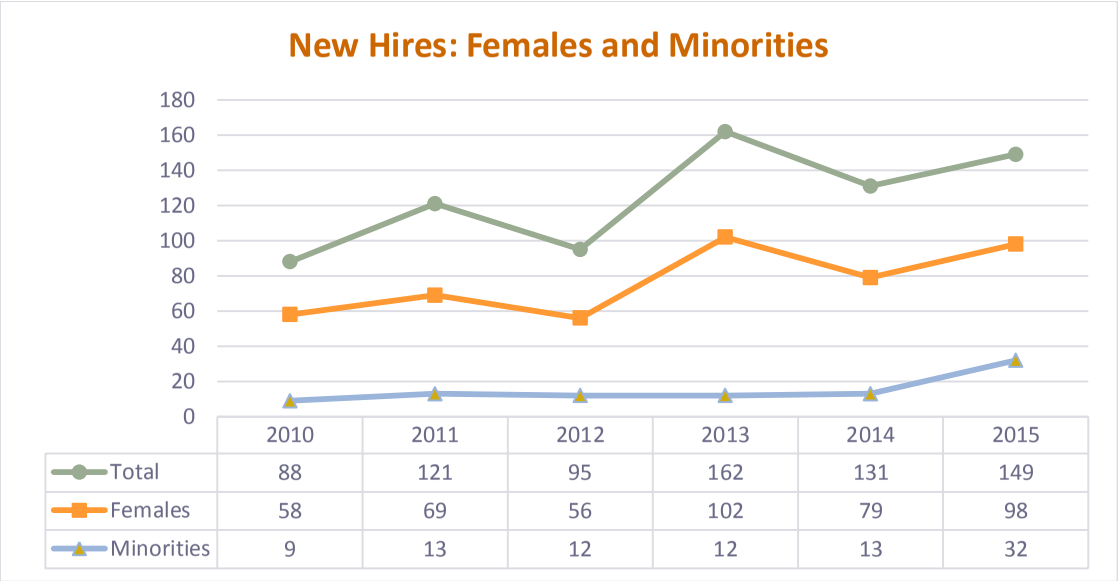
Table 19. All New Hires: Females and Minorities



Number of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	183	296	191	387	340	344
Females	70	94	68	139	122	129
Minorities	21	36	24	46	48	60
Asian & Pacific Islanders	5	3	3	9	10	15
Black	6	8	10	4	4	7
Hispanic	10	20	9	28	29	32
Native American		5	2	5	5	6
White	162	260	167	341	292	284

Percentage of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	183	296	191	387	340	344
Females	38.3%	31.8%	35.6%	35.9%	35.9%	37.5%
Minorities	11.5%	12.2%	12.6%	11.9%	14.1%	17.4%
Asian & Pacific Islanders	2.7%	1.0%	1.6%	2.3%	2.9%	4.4%
Black	3.3%	2.7%	5.2%	1.0%	1.2%	2.0%
Hispanic	5.5%	6.8%	4.7%	7.2%	8.5%	9.3%
Native American		1.7%	1.0%	1.3%	1.5%	1.7%
White	88.5%	87.8%	87.4%	88.1%	85.9%	82.6%

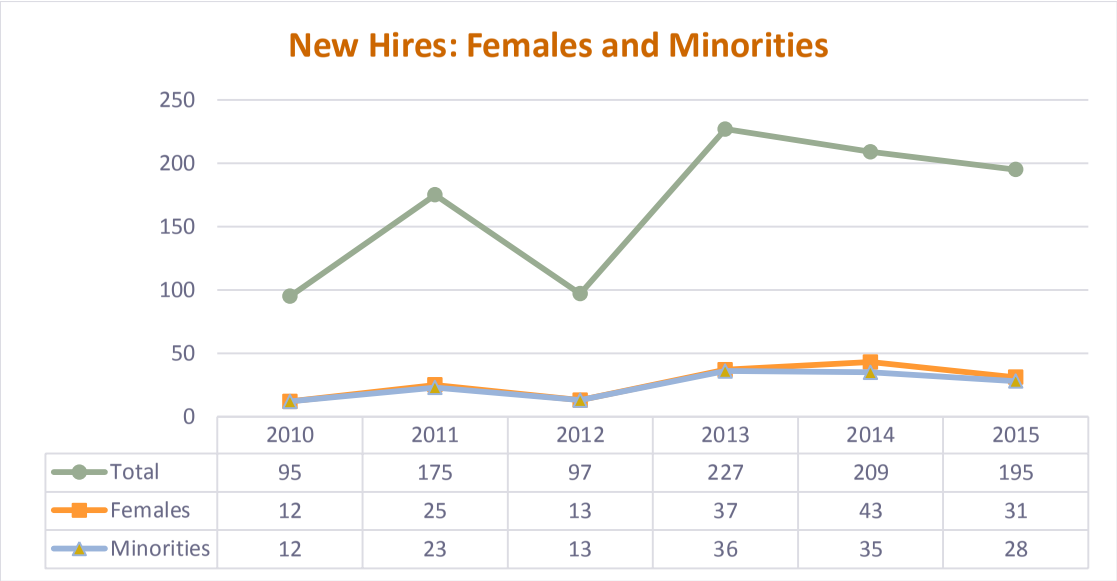
Table 20. Non-Security New Hires: Females and Minorities



Number of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	88	121	95	162	131	149
Females	58	69	56	102	79	98
Minorities	9	13	12	12	13	32
Asian & Pacific Islanders	3	1	2	5	3	12
Black	2	3	5	1	1	5
Hispanic	4	6	4	4	6	10
Native American		3	1	2	3	5
White	79	108	83	150	118	117

Percentage of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	78	112	89	147	120	131
Females	65.9%	57.0%	58.9%	63.0%	60.3%	65.8%
Minorities	10.2%	10.7%	12.6%	7.4%	9.9%	21.5%
Asian & Pacific Islanders	3.4%		2.1%	3.1%	2.3%	8.1%
Black	2.3%	2.5%	5.3%	0.6%	0.8%	3.4%
Hispanic	4.5%	5.0%	4.2%	2.5%	4.6%	6.7%
Native American		2.5%	1.1%	1.2%	2.3%	3.4%
White	89.8%	89.3%	87.4%	92.6%	90.1%	78.5%

Table 21. Security New Hires: Females and Minorities

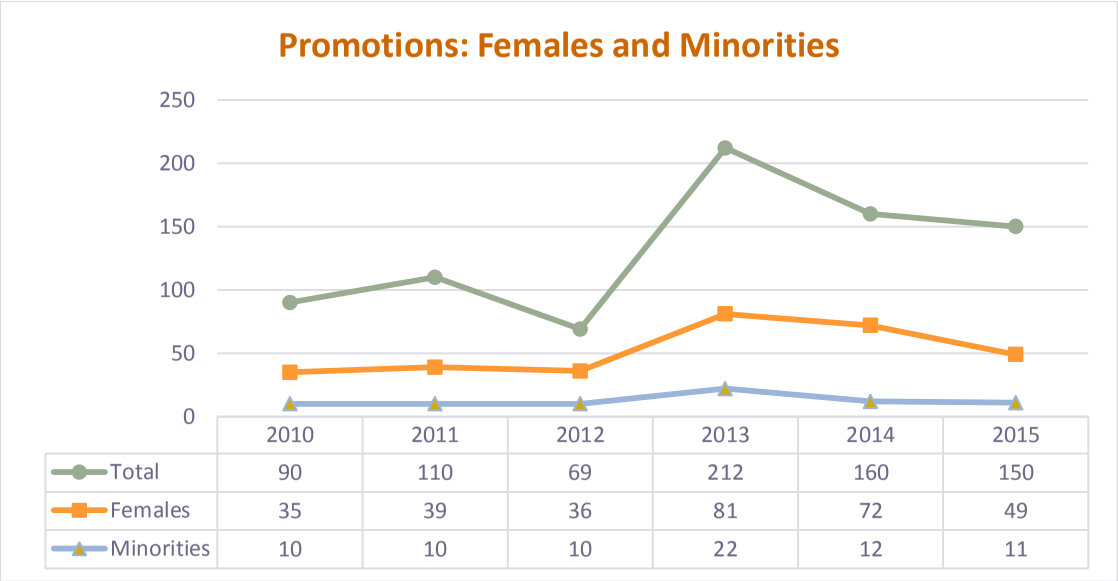


Number of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	95	175	97	227	209	195
Females	12	25	13	37	43	31
Minorities	12	23	13	36	35	28
Asian & Pacific Islanders	2	2	1	4	7	3
Black	4	5	5	3	3	2
Hispanic	6	14	5	24	23	22
Native American		2	1	3	2	1
White	83	152	84	191	174	167

Percentage of Employees Hired						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	95	175	97	227	209	195
Females	12.6%	14.3%	13.4%	16.3%	20.6%	15.9%
Minorities	12.6%	13.1%	13.4%	15.9%	16.7%	14.4%
Asian & Pacific Islanders	2.1%	1.1%	1.0%	1.8%	3.3%	1.5%
Black	4.2%	2.9%	5.2%	1.3%	1.4%	1.0%
Hispanic	6.3%	8.0%	5.2%	10.6%	11.0%	11.3%
Native American		1.1%	1.0%	1.3%	1.0%	0.5%
White	87.4%	86.9%	86.6%	84.1%	83.3%	85.6%

1300

Table 22. All Promotions: Females and Minorities

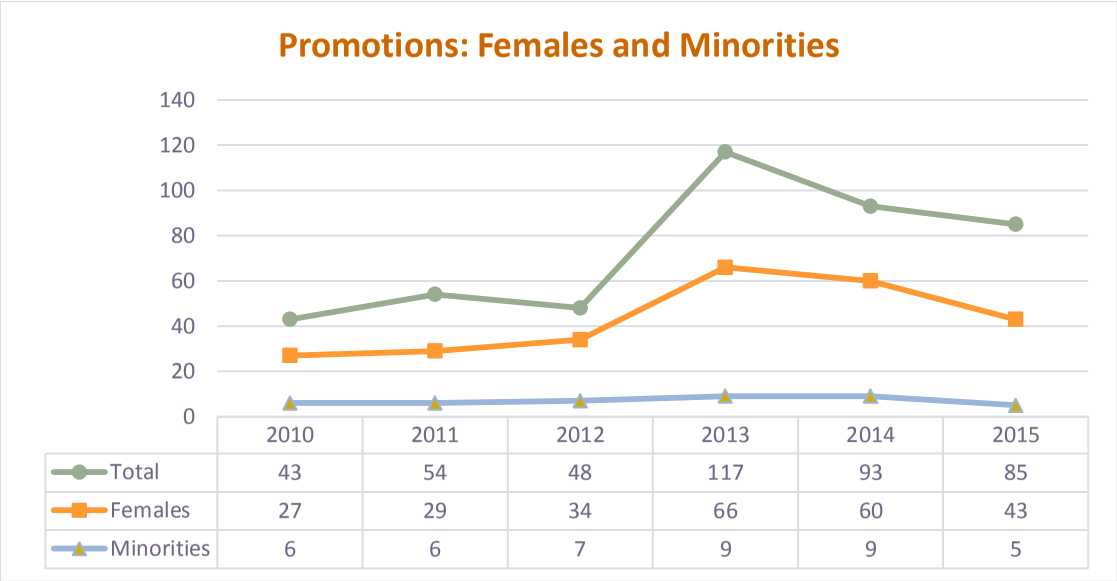


Number of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	90	110	69	212	160	150
Females	35	39	36	81	72	49
Minorities	10	10	10	22	12	11
Asian & Pacific Islanders	2	3	1	6	2	1
Black	1	1	1	1	4	4
Hispanic	6	4	7	9	5	6
Native American	1	2	1	6	3	
White	80	100	59	190	146	139

Percentage of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	90	110	69	212	160	150
Females	38.9%	35.5%	52.2%	38.2%	45.0%	32.7%
Minorities	11.1%	9.1%	14.5%	10.4%	7.5%	7.3%
Asian & Pacific Islanders	2.2%	2.7%	1.4%	2.8%	1.3%	0.7%
Black	1.1%	0.9%	1.4%	0.5%	2.5%	2.7%
Hispanic	6.7%	3.6%	10.1%	4.2%	3.1%	4.0%
Native American	1.1%	1.8%	1.4%	2.8%	1.9%	
White	88.9%	90.9%	85.5%	89.6%	91.3%	92.7%

1301

Table 23. Non-Security Promotions: Females and Minorities

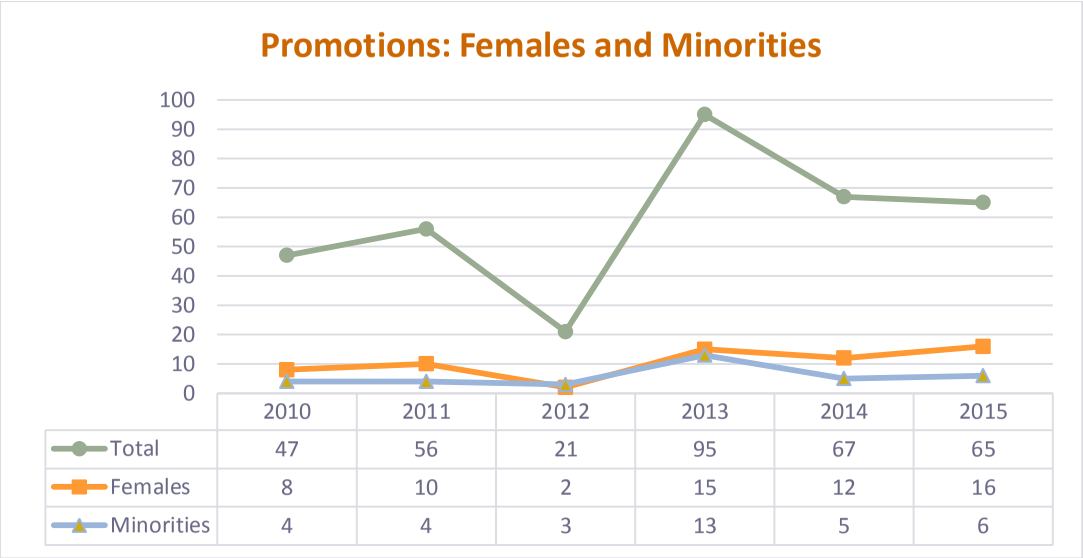


Number of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	43	54	48	117	93	85
Females	27	29	34	66	60	43
Minorities	6	6	7	9	9	5
Asian & Pacific Islanders	2	2	1	3	2	1
Black		1	1		2	1
Hispanic	3	2	5	3	3	3
Native American	1	1		3	2	
White	37	48	41	108	84	80

Percentage of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	43	54	48	117	93	85
Females	62.8%	53.7%	70.8%	56.4%	64.5%	50.6%
Minorities	14.0%	11.1%	14.6%	7.7%	9.7%	5.9%
Asian & Pacific Islanders	4.7%	3.7%	2.1%	2.6%	2.2%	1.2%
Black		1.9%	2.1%		2.2%	1.2%
Hispanic	7.0%	3.7%	10.4%	2.6%	3.2%	3.5%
Native American	2.3%	1.9%		2.6%	2.2%	
White	86.0%	88.9%	85.4%	92.3%	90.3%	94.1%

1302

Table 24. Security Promotions: Females and Minorities



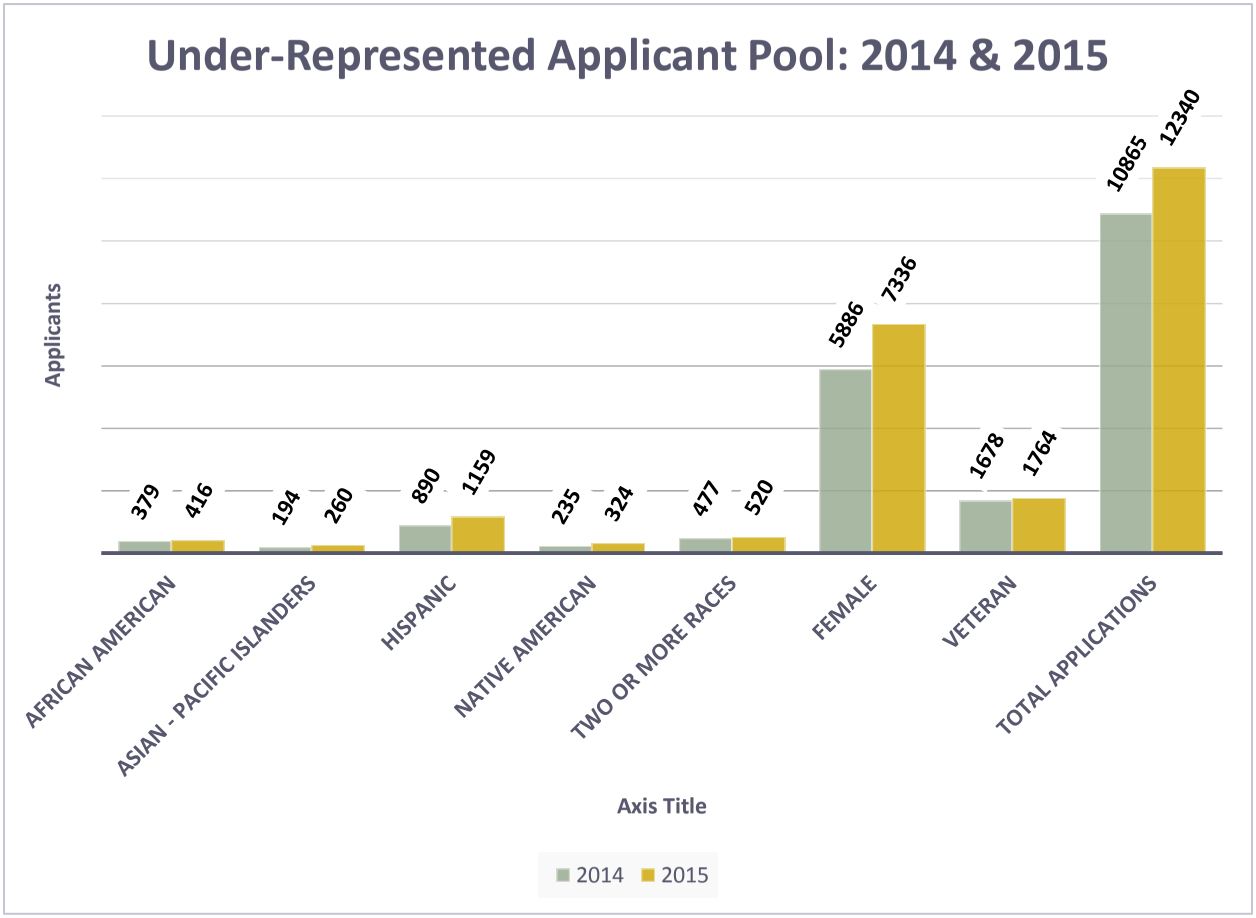
Number of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	47	56	21	95	67	65
Females	8	10	2	15	12	16
Minorities	4	4	3	13	5	6
Asian & Pacific Islanders		1		3		
Black	1			1	2	3
Hispanic	3	2	2	6	2	3
Native American		1	1	3	1	
White	43	52	18	82	62	59

Percentage of Employees Promoted						
	2010	**2011**	**2012**	**2013**	**2014**	**2015**
Total	47	56	21	95	67	65
Females	17.0%	17.9%	9.5%	15.8%	17.9%	24.6%
Minorities	8.5%	7.1%	14.3%	13.7%	7.5%	9.2%
Asian & Pacific Islanders		1.8%		3.2%		
Black	2.1%			1.1%	3.0%	4.6%
Hispanic	6.4%	3.6%	9.5%	6.3%	3.0%	4.6%
Native American		1.8%	4.8%	3.2%	1.5%	
White	91.5%	92.9%	85.7%	86.3%	92.5%	90.8%

1303

Table 25. Underrepresented Applicant Pool

Under-Represented Applicant Pool: 2014 & 2015								
	African American	Asian - Pacific Islanders	Hispanic	Native American	Two or More Races	Female	Veteran	Total Applicants
2014	379	194	890	235	477	5886	1678	10865
2014 %	3.5%	1.8%	8.2%	2.2%	4.4%	54.2%	15.4%	
2015	416	260	1159	324	520	7336	1764	12340
2015 %	3.4%	2.1%	9.4%	2.6%	4.2%	59.4%	14.3%	
Change	-0.1%	0.3%	1.2%	0.5%	-0.2%	5.3%	-1.1%	12.0%



1304

**Tables 19-25 from DAS PPDB Data provided by Eric Westerfield, HR Recruitment Analyst (September 2016)*

V. July 1, 2017 – June 30, 2019

A. Goals for Your Affirmative Action Plan

The overarching goal for the agency for the 2017-19 biennium is to maintain the strong relationships that have been built with the Governor's Office of Equity and Community Engagement, DOC Superintendents and Division Heads, the Public Safety Cluster, the Legislative Commission on Indian Services, the Oregon Commissions, the Consulate of Mexico, and other state agencies in Oregon. The following are DOC's goals through June 30, 2019:

(1) The Office of Diversity and Inclusion will create an annual report for the fiscal year of July 1 through June 30 and will complete the first report by August 1, 2018 for the fiscal year 2017-2018.

(2) The Agency Affirmative Action Officer will monitor components of the Affirmative Action Plan, as they pertain to the Department of Corrections, on a monthly basis starting July 1, 2017.

(3) Starting July 1, 2017, the Agency Affirmative Action Officer will monitor progress of the 2017-2019 Affirmative Action Plan Goals on a monthly basis and determine if the goals remain attainable by the timeframe given and if there are new goals that can and should be set.

1305

(4) The Office of Diversity and Inclusion will report on the progress of the 2017-19 Affirmative Action Plan and its goals at the department's Quarterly Target Reviews (QTR) starting July 1, 2017.

(5) The Diversity and Inclusion Administrator will contract with an agency that will complete an assessment of DOC's culture of inclusion and respect by July 1, 2017.

(6) The department will conduct performance evaluations with affirmative action measures with each manager from July 1, 2017 to June 30, 2018, and will set tracking measures for July 1, 2018 to June 30, 2019; The Office of Diversity and Inclusion will track the evaluations.

(7) The Office of Diversity and Inclusion will implement an Affirmative Action and Cultural Competency training program for DOC staff and volunteers through New Employee Orientation (NEO), annual in-service training, and management training, starting July 1, 2017.

(8) Have a minimum of a 70 percent attendance rate from each EEO-4 category at the Affirmative Action and Cultural Competency training from July 1, 2017 to June 30, 2018; The Office of Diversity and Inclusion will track the evaluations.

(9) Starting July 1, 2017, the Office of Diversity and Inclusion will increase the diversity of the applicant pool by meeting with a minimum of 15 different underrepresented community organizations per year, as outlined in the Targeted Community Outreach Program, regarding careers at DOC.

(10) By July 1, 2018, the Office of Diversity and Inclusion will send a Diversity and Inclusion representative to a minimum of one school (high school or college/university) per month to speak about DOC internships.

(11) By July 1, 2018, the department will combine all formal and informal internship programs into one.

(12) The Office of Diversity and Inclusion will design and implement a Native American Employee Resource Group (one for Eastern Oregon and one for Western Oregon) by July 1, 2017.

(13) The Office of Diversity and Inclusion will design and implement a Veteran Employee Resource Group (one for Eastern Oregon and one for Western Oregon) by July 1, 2018.

1306

(14) The Office of Diversity and Inclusion will complete its update on the State/Tribal Government to Government Relations Policy (10.1.6) to the standards of the Agency Tribal Liaison by July 1, 2017.

(15) Starting July 1, 2017, the Public Safety Cluster Coordinator will meet with the Executive Director of the Legislative Commission on Indian Services on a quarterly basis.

(16) The Diversity and Inclusion Site Committees will hold events for their staff, and by January 1, 2018, will be hosting events for their institution or unit on a monthly basis.

(17) The Diversity and Inclusion Administrator will meet with all Superintendents and Division Heads annually and with the Operations Division Management (ODM) biannually starting July 1, 2017.

(18) By July 1, 2017, the Office of Diversity and Inclusion will design factsheets for all institutions and divisions, tracking the staffing of diverse individuals as it compares to the surrounding communities.

(19) The Office of Diversity and Inclusion will update factsheets for the institutions and divisions on a quarterly basis starting July 1, 2017.

(20) The Office of Diversity and Inclusion will obtain access to the Position and Personnel Data Base (PPDB) by July 1, 2017.

(21) The Office of Diversity and Inclusion will work with the DOC Research Unit to create an accurate way to compare data between COBID and AFAMIS by July 1, 2018.

(22) The Office of Diversity and Inclusion will work with PDU to design a new method of tracking attendance at DOC trainings, including tracking data by EEO-4 categories and begin using the method by January 1, 2018.

(23) Starting January 1, 2018, the Office of Diversity and Inclusion will report training data by EEO-4 Category at every other Quarterly Target Review for Diversity and Inclusion related trainings.

(24) The Office of Diversity and Inclusion will establish a Multi-Agency Advisory Council on Diversity and Inclusion by July 1, 2017.

(25) The Office of Diversity and Inclusion will work within the Division to develop a scorecard by July 1, 2017.

(26) The Office of Diversity and Inclusion will translate various and/or relevant department forms and documents into Spanish by July 1, 2018.

1307

(27) Starting July 1, 2018, the Office of Diversity and Inclusion will replicate the work that has been done with the Consulate of Mexico, Portland, for other Consuls that have a high prevalence of foreign national inmates in Oregon Prisons.

(28) The Office of Diversity and Inclusion will begin attending additional commission meetings starting July 1, 2018.

(29) By July 1st, 2017, the Affirmative Action Representative will have met with all Superintendents to develop individualized Institution Development Plans which will be used to track progress of diversity and inclusion in each institution.

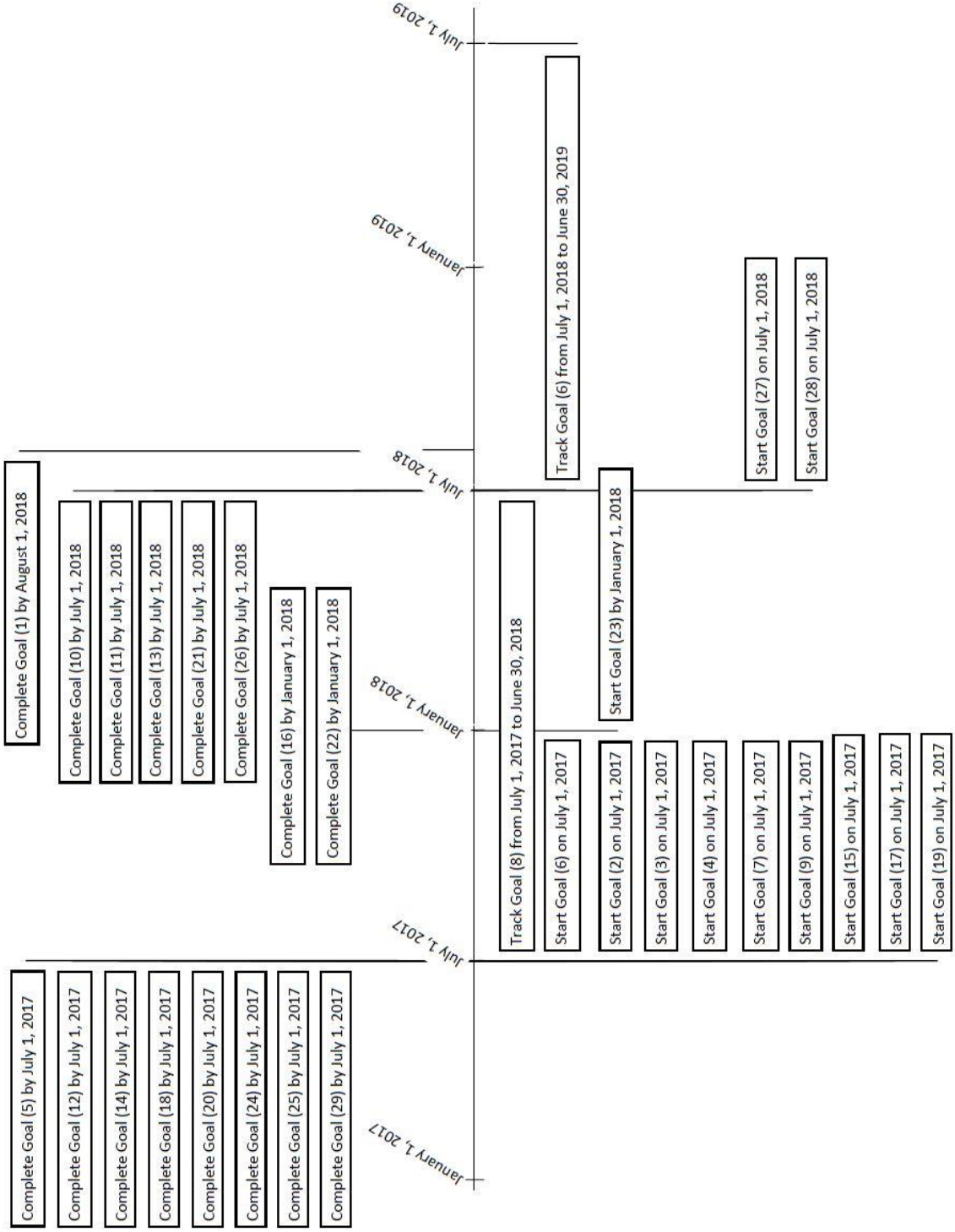
B. Strategies and Timelines for Achieving Your Goals

Strategies:

Through the use of the Governor's Executive Order, the vision of the Director, and the consistent implementation of the Affirmative Action Plan, the agency will begin to research how to involve the under-represented communities in Oregon with DOC. The Office of Diversity and Inclusion will work through its five-year plan and use confirmation from the Assistant Director of Administrative Services and Correctional Outcomes through Research and Engagement (CORE) to develop consistency and structure for Diversity and Inclusion. The agency will utilize the staff on the Diversity and Inclusion Site Committees and the Multi-Agency Advisory Council to gain insight on how to advance Diversity and Inclusion for the department.

1308

Timeline:


January 1, 2017
July 1, 2017
January 1, 2018
July 1, 2018
January 1, 2019
July 1, 2019
Complete Goal (5) by July 1, 2017
Complete Goal (12) by July 1, 2017
Complete Goal (14) by July 1, 2017
Complete Goal (18) by July 1, 2017
Complete Goal (20) by July 1, 2017
Complete Goal (24) by July 1, 2017
Complete Goal (25) by July 1, 2017
Complete Goal (29) by July 1, 2017
Complete Goal (16) by January 1, 2018
Complete Goal (22) by January 1, 2018
Complete Goal (1) by August 1, 2018
Complete Goal (10) by July 1, 2018
Complete Goal (11) by July 1, 2018
Complete Goal (13) by July 1, 2018
Complete Goal (21) by July 1, 2018
Complete Goal (26) by July 1, 2018
Track Goal (8) from July 1, 2017 to June 30, 2018
Start Goal (6) on July 1, 2017
Start Goal (2) on July 1, 2017
Start Goal (3) on July 1, 2017
Start Goal (4) on July 1, 2017
Start Goal (7) on July 1, 2017
Start Goal (9) on July 1, 2017
Start Goal (15) on July 1, 2017
Start Goal (17) on July 1, 2017
Start Goal (19) on July 1, 2017
Start Goal (23) by January 1, 2018
Track Goal (6) from July 1, 2018 to June 30, 2019
Start Goal (27) on July 1, 2018
Start Goal (28) on July 1, 2018

VI. Appendix A - State Policy Documentation

State Affirmative Action Documents

VII. Appendix B - Federal Policy Documentation

Federal Affirmative Action Documents

VIII. Appendix C - DOC Policy Documentation

State/Tribal Government to Government Relations; 10.1.6

Diversity and Inclusion Policy; 10.1.8

Mission, Vision and Core Values; 20.1.1

Code of Ethics; 20.1.2

Code of Conduct; 20.1.3

Equal Employment Opportunity and Affirmative Action; 20.4.1

ADA and Reasonable Accommodation; 20.5.16

Promotion of a Respectful Workplace; 20.6.1

Violence-Free Workplace; 20.6.14

Wellness Policy; 20.6.18

Consular Notification and Access; 40.2.10

1310

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, (_____Oregon Department of Corrections_____) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2019-2021 biennium.

Supervisory Ratio for the last quarter of 2017-2019 biennium

The agency actual supervisory ratio as of ____12/1/17_____ is 1: _____10.62_____
(Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

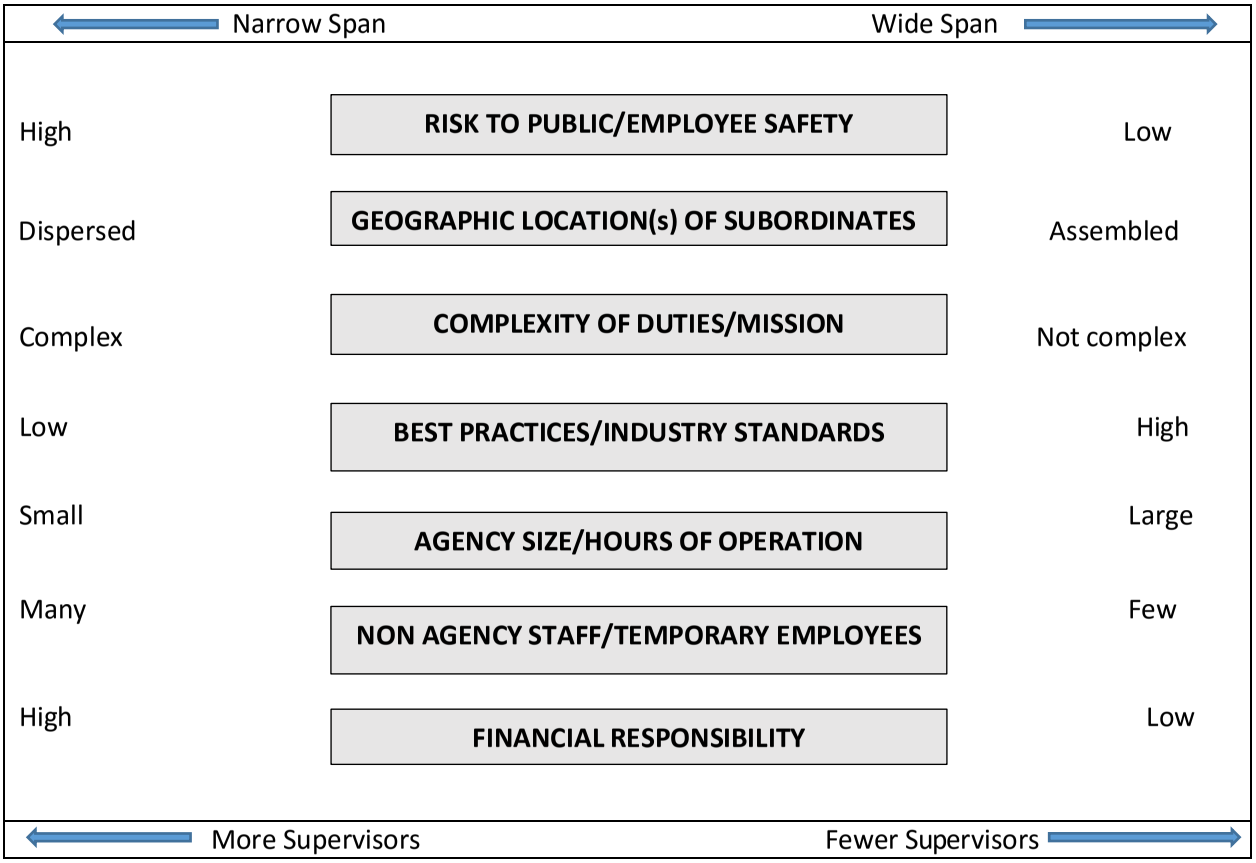
_____410_____ = _____388_____ + _____23_____ - (____1____)
(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

_____4430_____ = _____4177_____ + _____253_____
(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non- supervisory role)

The agency has a current actual supervisory ratio of-
1:_____10.8_____ = _____4430_____ / _____410_____
(Actual span of control) (Total non - Supervisors) (Total Supervisors)

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.

1311



Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The department has custody of adults sentenced to prison for more than 12 months, housing approximately 14,500 adults in 14 state prisons throughout the state. ODOC is recognized nationally among correctional agencies for providing adults in custody with the cognitive, education, and job skills needed to become productive citizens when they transition back to their communities. Due to these efforts, Oregon's recidivism rate is about 28 percent.

ODOC also provides administrative oversight and funding for the community corrections activities of Oregon's 36 counties. All but two of Oregon's counties (Linn and Douglas) manage the supervision of offenders in those counties who are subject to jail, parole, post-prison supervision, and/or probation. In addition, ODOC's Community Corrections Division provides interstate compact administration and jail inspections, as well as central information and data services regarding felons statewide.

1312

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The department has custody of adults sentenced to prison for more than 12 months, housing approximately 14,500 adults in 14 state prisons throughout the state.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

1313

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

The Oregon Department of Corrections has over 4,500 positions spread out around the state. Our responsibility is to safely provide care and custody to approximately 14,500 adults. Our agency is a 24 hour, seven days per week, 365 days per year operation dedicated to safe and secure facilities.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Y/N

1314

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? Y/N

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: __10__.

Unions Requiring Notification_____

Date unions notified_____

1315

Submitted by: _____ Date:_____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

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	101	0	Norway Best Practices	Policy Packages
003-00-00-00000	Operations Division	109	0	Central Support Initiatives	Policy Packages
003-00-00-00000	Operations Division	110	0	Capital Renewal & Deferred Maintenance	Policy Packages
003-00-00-00000	Operations Division	111	0	Correctional Services & Operations FTE	Policy Packages
003-00-00-00000	Operations Division	112	0	Hospital Security Watches	Policy Packages
003-00-00-00000	Operations Division	113	0	Other Funds Position Creation	Policy Packages
003-00-00-00000	Operations Division	120	0	Measure 17 Compliance	Policy Packages
003-00-00-00000	Operations Division	123	0	Optimizing Special Housing	Policy Packages
003-00-00-00000	Operations Division	124	0	Opioid Overdose Prevention	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

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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
004-00-00-00000	Central Administration	102	0	Public Safety Center Campus (PSCC)	Policy Packages
004-00-00-00000	Central Administration	105	0	Research & Data FTE and Contracting	Policy Packages
004-00-00-00000	Central Administration	106	0	IT Systems Sustainability	Policy Packages
004-00-00-00000	Central Administration	107	0	Corrections Information System Rebuild	Policy Packages
004-00-00-00000	Central Administration	108	0	DOC Intranet	Policy Packages
004-00-00-00000	Central Administration	109	0	Central Support Initiatives	Policy Packages
004-00-00-00000	Central Administration	110	0	Capital Renewal & Deferred Maintenance	Policy Packages
004-00-00-00000	Central Administration	113	0	Other Funds Position Creation	Policy Packages
004-00-00-00000	Central Administration	114	0	Payroll Cost Savings	Policy Packages
004-00-00-00000	Central Administration	124	0	Opioid Overdose Prevention	Policy Packages
006-00-00-00000	Administrative Services Division	010	0	Non-PICS Psnl Svc / Vacancy Factor	Essential Packages
006-00-00-00000	Administrative Services Division	021	0	Phase - In	Essential Packages
006-00-00-00000	Administrative Services Division	022	0	Phase-out Pgm & One-time Costs	Essential Packages
006-00-00-00000	Administrative Services Division	031	0	Standard Inflation	Essential Packages
006-00-00-00000	Administrative Services Division	032	0	Above Standard Inflation	Essential Packages
006-00-00-00000	Administrative Services Division	033	0	Exceptional Inflation	Essential Packages
006-00-00-00000	Administrative Services Division	040	0	Mandated Caseload	Essential Packages
006-00-00-00000	Administrative Services Division	060	0	Technical Adjustments	Essential Packages
006-00-00-00000	Administrative Services Division	101	0	Norway Best Practices	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
006-00-00-00000	Administrative Services Division	106	0	IT Systems Sustainability	Policy Packages
006-00-00-00000	Administrative Services Division	107	0	Corrections Information System Rebuild	Policy Packages
006-00-00-00000	Administrative Services Division	108	0	DOC Intranet	Policy Packages
006-00-00-00000	Administrative Services Division	109	0	Central Support Initiatives	Policy Packages
006-00-00-00000	Administrative Services Division	110	0	Capital Renewal & Deferred Maintenance	Policy Packages
006-00-00-00000	Administrative Services Division	113	0	Other Funds Position Creation	Policy Packages
006-00-00-00000	Administrative Services Division	116	0	IT Services Staffing	Policy Packages
006-00-00-00000	Administrative Services Division	117	0	HR Staffing	Policy Packages
006-00-00-00000	Administrative Services Division	119	0	Safety & Fire Compliance	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
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	060	0	Technical Adjustments	Essential 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

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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	104	0	Linn & Douglas FTE Adjustment	Policy Packages
009-00-00-00000	Community Corrections	125	0	Community Corrections Rate Study	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	060	0	Technical Adjustments	Essential Packages
010-00-00-00000	Health Services	103	0	Electronic Health Records	Policy Packages
010-00-00-00000	Health Services	115	0	Westside Infirmary	Policy Packages
010-00-00-00000	Health Services	121	0	Healthcare Staffing Conversion	Policy Packages
010-00-00-00000	Health Services	122	0	Certified Medication Aides	Policy Packages
010-00-00-00000	Health Services	124	0	Opioid Overdose Prevention	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

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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
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	101	0	Norway Best Practices	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	109	0	Central Support Initiatives	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	111	0	Correctional Services & Operations FTE	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	118	0	CJIS Compliance	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	121	0	Healthcare Staffing Conversion	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	123	0	Optimizing Special Housing	Policy Packages
011-00-00-00000	Offender Management & Rehabilitation	124	0	Opioid Overdose Prevention	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	060	0	Technical Adjustments	Essential Packages
086-00-00-00000	Debt Service	102	0	Public Safety Center Campus (PSCC)	Policy Packages
086-00-00-00000	Debt Service	107	0	Corrections Information System Rebuild	Policy Packages
086-00-00-00000	Debt Service	110	0	Capital Renewal & Deferred Maintenance	Policy Packages

Cross Reference Number	Cross Reference Description	Package Number	Priority	Package Description	Package Group
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
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	060	0	Technical Adjustments	Essential Packages
088-00-00-00000	Capital Improvements	110	0	Capital Renewal & Deferred Maintenance	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	060	0	Technical Adjustments	Essential Packages
089-00-00-00000	Capital Construction	102	0	Public Safety Center Campus (PSCC)	Policy Packages
089-00-00-00000	Capital Construction	107	0	Corrections Information System Rebuild	Policy Packages
089-00-00-00000	Capital Construction	110	0	Capital Renewal & Deferred Maintenance	Policy Packages

Policy Package List by Priority
2019-21 Biennium

Agency Number: 29100
BAM Analyst: McDonald, April
Budget Coordinator: Mayfield, Ken - (503)945-8847

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	101	Norway Best Practices	003-00-00-00000	Operations Division
			006-00-00-00000	Administrative Services Division
			011-00-00-00000	Offender Management & Rehabilitation
	102	Public Safety Center Campus (PSCC)	004-00-00-00000	Central Administration
			086-00-00-00000	Debt Service
			089-00-00-00000	Capital Construction
	103	Electronic Health Records	010-00-00-00000	Health Services
	104	Linn & Douglas FTE Adjustment	009-00-00-00000	Community Corrections
	105	Research & Data FTE and Contracting	004-00-00-00000	Central Administration
	106	IT Systems Sustainability	004-00-00-00000	Central Administration
			006-00-00-00000	Administrative Services Division
	107	Corrections Information System Rebuild	004-00-00-00000	Central Administration
			006-00-00-00000	Administrative Services Division
			086-00-00-00000	Debt Service
			089-00-00-00000	Capital Construction
	108	DOC Intranet	004-00-00-00000	Central Administration
			006-00-00-00000	Administrative Services Division
	109	Central Support Initiatives	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			006-00-00-00000	Administrative Services Division
			011-00-00-00000	Offender Management & Rehabilitation
	110	Capital Renewal & Deferred Maintenance	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	110	Capital Renewal & Deferred Maintenance	006-00-00-00000	Administrative Services Division
			086-00-00-00000	Debt Service
			088-00-00-00000	Capital Improvements
			089-00-00-00000	Capital Construction
	111	Correctional Services & Operations FTE	003-00-00-00000	Operations Division
			011-00-00-00000	Offender Management & Rehabilitation
	112	Hospital Security Watches	003-00-00-00000	Operations Division
	113	Other Funds Position Creation	003-00-00-00000	Operations Division
			004-00-00-00000	Central Administration
			006-00-00-00000	Administrative Services Division
	114	Payroll Cost Savings	004-00-00-00000	Central Administration
	115	Westside Infirmary	010-00-00-00000	Health Services
	116	IT Services Staffing	006-00-00-00000	Administrative Services Division
	117	HR Staffing	006-00-00-00000	Administrative Services Division
	118	CJIS Compliance	011-00-00-00000	Offender Management & Rehabilitation
	119	Safety & Fire Compliance	006-00-00-00000	Administrative Services Division
	120	Measure 17 Compliance	003-00-00-00000	Operations Division
	121	Healthcare Staffing Conversion	010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
	122	Certified Medication Aides	010-00-00-00000	Health Services
	123	Optimizing Special Housing	003-00-00-00000	Operations Division
			011-00-00-00000	Offender Management & Rehabilitation
	124	Opioid Overdose Prevention	003-00-00-00000	Operations Division

Policy Package List by Priority

2019-21 Biennium

Agency Number: 29100

BAM Analyst: McDonald, April

Budget Coordinator: Mayfield, Ken - (503)945-8847

Priority	*Policy Pkg Number*	*Policy Pkg Description*	*Summary Cross Reference Number*	*Cross Reference Description*
0	124	Opioid Overdose Prevention	004-00-00-00000	Central Administration
			010-00-00-00000	Health Services
			011-00-00-00000	Offender Management & Rehabilitation
	125	Community Corrections Rate Study	009-00-00-00000	Community Corrections

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	14,214,375	3,512,323	-	3,512,323	15,350,917	15,350,917
6400 Federal Funds Ltd	41,784	93,679	-	93,679	-	-
All Funds	14,256,159	3,606,002	-	3,606,002	15,350,917	15,350,917
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	(81,286)	4,940,369	-	4,940,369	-	-
6400 Federal Funds Ltd	(1)	-	-	-	-	-
All Funds	(81,287)	4,940,369	-	4,940,369	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	14,133,089	8,452,692	-	8,452,692	15,350,917	15,350,917
6400 Federal Funds Ltd	41,783	93,679	-	93,679	-	-
TOTAL BEGINNING BALANCE	**$14,174,872**	**$8,546,371**	**-**	**$8,546,371**	**$15,350,917**	**$15,350,917**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	1,484,355,592	1,564,222,215	25,614,486	1,589,836,701	1,678,304,036	1,730,103,895
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
All Funds	1,611,218,502	1,681,063,918	25,571,445	1,706,635,363	1,797,209,097	1,849,116,286

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	149,000	130,342	-	130,342	230,953	230,953
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	19,706,869	13,268,252	-	13,268,252	21,224,657	21,224,657
0415 Admin and Service Charges						
3400 Other Funds Ltd	1,193,817	26,102	-	26,102	1,285,032	1,285,032
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	20,900,686	13,294,354	-	13,294,354	22,509,689	22,509,689
TOTAL CHARGES FOR SERVICES	**$20,900,686**	**$13,294,354**	**-**	**$13,294,354**	**$22,509,689**	**$22,509,689**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	578,424	139,126	-	139,126	746,326	746,326
0510 Rents and Royalties						
3400 Other Funds Ltd	307,647	289,840	-	289,840	331,152	331,152
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	886,071	428,966	-	428,966	1,077,478	1,077,478
TOTAL FINES, RENTS AND ROYALTIES	**$886,071**	**$428,966**	**-**	**$428,966**	**$1,077,478**	**$1,077,478**
BOND SALES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	14,108,775	38,493,534	-	38,493,534	-	-
3400 Other Funds Ltd	37,807	-	-	-	-	-
All Funds	14,146,582	38,493,534	-	38,493,534	-	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
All Funds	27,167,985	-	-	-	-	-
TOTAL BOND SALES						
3020 Other Funds Cap Construct	14,108,775	38,493,534	-	38,493,534	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3400 Other Funds Ltd	37,807	-	-	-	-	-
TOTAL BOND SALES	**$41,314,567**	**$38,493,534**	**-**	**$38,493,534**	**-**	**-**
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	111,657	-	54,000	54,000	-	-
3400 Other Funds Ltd	69,930	12,994	-	12,994	33,446	33,446
3430 Other Funds Debt Svc Ltd	81,536	-	43,042	43,042	-	-
All Funds	263,123	12,994	97,042	110,036	33,446	33,446

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	2,144,929	1,971,038	-	1,971,038	2,328,305	2,328,305
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	75,777	14,045	-	14,045	81,567	81,567
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	369,159	194,618	-	194,618	397,365	397,365
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	444,936	208,663	-	208,663	478,932	478,932
TOTAL DONATIONS AND CONTRIBUTIONS	**$444,936**	**$208,663**	**-**	**$208,663**	**$478,932**	**$478,932**
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	34,563	-	34,563	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	3,669,120	18,756,493	-	18,756,493	4,270,365	4,270,365
3430 Other Funds Debt Svc Ltd	127,026	-	-	-	-	-
All Funds	3,796,146	18,756,493	-	18,756,493	4,270,365	4,270,365
FEDERAL FUNDS REVENUE						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
0995 Federal Funds						
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
6400 Federal Funds Ltd	4,094,713	4,419,320	-	4,419,320	4,533,582	4,533,582
All Funds	5,218,441	5,457,833	-	5,457,833	5,473,702	5,473,702
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	857,673	1,438,365	-	1,438,365	1,548,265	1,548,265
3430 Other Funds Debt Svc Ltd	3,968,857	-	-	-	-	-
All Funds	4,826,530	1,438,365	-	1,438,365	1,548,265	1,548,265
1050 Transfer In Other						
3400 Other Funds Ltd	-	-	-	-	4,727,007	4,727,007
1107 Tsfr From Administrative Svcs						
3430 Other Funds Debt Svc Ltd	7,711	-	-	-	-	-
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	37,830	26,000	-	26,000	26,000	26,000
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	4,391,472	4,257,421	-	4,257,421	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	513,500	532,500	-	532,500	552,735	552,735
1443 Tsfr From Oregon Health Authority						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	200,000	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	319,400	189,850	-	189,850	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	166,811	208,074	-	208,074	208,074	208,074
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	6,486,686	6,652,210	-	6,652,210	7,251,931	7,251,931
3430 Other Funds Debt Svc Ltd	3,976,568	-	-	-	-	-
TOTAL TRANSFERS IN	**$10,463,254**	**$6,652,210**	**-**	**$6,652,210**	**$7,251,931**	**$7,251,931**
REVENUES						
8000 General Fund	1,484,355,592	1,564,222,215	25,614,486	1,589,836,701	1,678,304,036	1,730,103,895
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3400 Other Funds Ltd	34,789,165	41,489,623	-	41,489,623	38,181,099	38,181,099
3430 Other Funds Debt Svc Ltd	4,185,130	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
6400 Federal Funds Ltd	4,094,713	4,419,320	-	4,419,320	4,533,582	4,533,582

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL REVENUES	**$1,696,799,655**	**$1,766,504,908**	**$25,668,487**	**$1,792,173,395**	**$1,840,863,898**	**$1,892,771,087**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(1,410,644)	(1,438,365)	-	(1,438,365)	(1,548,265)	(1,548,265)
3430 Other Funds Debt Svc Ltd	(2,000,519)	-	-	-	-	-
All Funds	(3,411,163)	(1,438,365)	-	(1,438,365)	(1,548,265)	(1,548,265)
2107 Tsfr To Administrative Svcs						
3430 Other Funds Debt Svc Ltd	(7,711)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3400 Other Funds Ltd	(1,410,644)	(1,438,365)	-	(1,438,365)	(1,548,265)	(1,548,265)
3430 Other Funds Debt Svc Ltd	(2,008,230)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($3,418,874)**	**($1,438,365)**	**-**	**($1,438,365)**	**($1,548,265)**	**($1,548,265)**
AVAILABLE REVENUES						
8000 General Fund	1,484,355,592	1,564,222,215	25,614,486	1,589,836,701	1,678,304,036	1,730,103,895
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3400 Other Funds Ltd	47,511,610	48,503,950	-	48,503,950	51,983,751	51,983,751

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
6400 Federal Funds Ltd	4,136,496	4,512,999	-	4,512,999	4,533,582	4,533,582
TOTAL AVAILABLE REVENUES	**$1,707,555,653**	**$1,773,612,914**	**$25,668,487**	**$1,799,281,401**	**$1,854,666,550**	**$1,906,573,739**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	516,723,342	572,955,963	19,576,740	592,532,703	663,247,017	663,861,993
3020 Other Funds Cap Construct	27,024	-	-	-	-	-
3400 Other Funds Ltd	3,925,183	6,088,502	203,964	6,292,466	7,614,314	7,614,314
6400 Federal Funds Ltd	131,603	-	-	-	-	-
All Funds	520,807,152	579,044,465	19,780,704	598,825,169	670,861,331	671,476,307
3160 Temporary Appointments						
8000 General Fund	5,023,731	570,760	-	570,760	570,760	592,449
8010 General Fund Cap Improve	5,183	-	-	-	-	-
3020 Other Funds Cap Construct	37,724	-	-	-	-	-
3400 Other Funds Ltd	70,863	-	-	-	-	-
All Funds	5,137,501	570,760	-	570,760	570,760	592,449
3170 Overtime Payments						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	30,689,717	19,153,933	-	19,153,933	19,153,933	20,705,400
8010 General Fund Cap Improve	187	-	-	-	-	-
3020 Other Funds Cap Construct	13,454	-	-	-	-	-
3400 Other Funds Ltd	1,012,170	2,285,239	-	2,285,239	2,285,239	2,470,343
All Funds	31,715,528	21,439,172	-	21,439,172	21,439,172	23,175,743
3180 Shift Differential						
8000 General Fund	4,654,905	4,199,294	-	4,199,294	4,199,294	4,539,434
3400 Other Funds Ltd	14,611	12,174	-	12,174	12,174	13,158
All Funds	4,669,516	4,211,468	-	4,211,468	4,211,468	4,552,592
3190 All Other Differential						
8000 General Fund	31,281,055	24,242,198	-	24,242,198	24,242,198	26,205,814
3400 Other Funds Ltd	186,152	216,612	-	216,612	216,612	234,157
6400 Federal Funds Ltd	3,033	-	-	-	-	-
All Funds	31,470,240	24,458,810	-	24,458,810	24,458,810	26,439,971
TOTAL SALARIES & WAGES						
8000 General Fund	588,372,750	621,122,148	19,576,740	640,698,888	711,413,202	715,905,090
8010 General Fund Cap Improve	5,370	-	-	-	-	-
3020 Other Funds Cap Construct	78,202	-	-	-	-	-
3400 Other Funds Ltd	5,208,979	8,602,527	203,964	8,806,491	10,128,339	10,331,972
6400 Federal Funds Ltd	134,636	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SALARIES & WAGES	**$593,799,937**	**$629,724,675**	**$19,780,704**	**$649,505,379**	**$721,541,541**	**$726,237,062**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	196,073	258,604	-	258,604	276,688	276,932
3020 Other Funds Cap Construct	7	-	-	-	-	-
3400 Other Funds Ltd	1,386	3,311	-	3,311	3,543	3,543
6400 Federal Funds Ltd	45	-	-	-	-	-
All Funds	197,511	261,915	-	261,915	280,231	280,475
3220 Public Employees' Retire Cont						
8000 General Fund	111,944,887	148,187,117	4,674,925	152,862,042	156,599,090	157,583,869
8010 General Fund Cap Improve	935	-	-	-	-	-
3020 Other Funds Cap Construct	5,273	-	-	-	-	-
3400 Other Funds Ltd	962,978	2,054,287	48,706	2,102,993	2,231,266	2,276,121
6400 Federal Funds Ltd	23,077	-	-	-	-	-
All Funds	112,937,150	150,241,404	4,723,631	154,965,035	158,830,356	159,859,990
3221 Pension Obligation Bond						
8000 General Fund	34,455,055	35,388,993	(134,802)	35,254,191	35,254,191	40,006,247
8010 General Fund Cap Improve	322	-	-	-	-	-
3020 Other Funds Cap Construct	2,090	-	-	-	-	-
3400 Other Funds Ltd	292,043	492,793	(4,074)	488,719	488,719	570,831

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
6400 Federal Funds Ltd	8,144	-	-	-	-	-
All Funds	34,757,654	35,881,786	(138,876)	35,742,910	35,742,910	40,577,078
3230 Social Security Taxes						
8000 General Fund	44,089,345	47,013,377	1,497,623	48,511,000	53,865,014	54,208,636
8010 General Fund Cap Improve	411	-	-	-	-	-
3020 Other Funds Cap Construct	5,967	-	-	-	-	-
3400 Other Funds Ltd	363,733	658,085	15,603	673,688	774,817	790,397
6400 Federal Funds Ltd	9,722	-	-	-	-	-
All Funds	44,469,178	47,671,462	1,513,226	49,184,688	54,639,831	54,999,033
3240 Unemployment Assessments						
8000 General Fund	434,188	341,908	-	341,908	341,908	356,007
3400 Other Funds Ltd	1,998	335	-	335	335	348
All Funds	436,186	342,243	-	342,243	342,243	356,355
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	267,833	313,112	-	313,112	263,145	263,377
8010 General Fund Cap Improve	4	-	-	-	-	-
3020 Other Funds Cap Construct	47	-	-	-	-	-
3400 Other Funds Ltd	1,998	4,008	-	4,008	3,369	3,369
6400 Federal Funds Ltd	67	-	-	-	-	-
All Funds	269,949	317,120	-	317,120	266,514	266,746

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
3260 Mass Transit Tax						
8000 General Fund	1,717,769	1,989,317	-	1,989,317	1,989,317	4,289,400
8010 General Fund Cap Improve	32	-	-	-	-	-
3020 Other Funds Cap Construct	79	-	-	-	-	-
3400 Other Funds Ltd	15,062	48,908	-	48,908	48,908	61,991
All Funds	1,732,942	2,038,225	-	2,038,225	2,038,225	4,351,391
3270 Flexible Benefits						
8000 General Fund	147,892,867	150,809,064	-	150,809,064	159,204,433	159,345,169
3020 Other Funds Cap Construct	5,493	-	-	-	-	-
3400 Other Funds Ltd	1,018,760	1,936,488	-	1,936,488	2,043,839	2,043,839
6400 Federal Funds Ltd	31,290	-	-	-	-	-
All Funds	148,948,410	152,745,552	-	152,745,552	161,248,272	161,389,008
3280 Other OPE						
3400 Other Funds Ltd	7,468	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	340,998,017	384,301,492	6,037,746	390,339,238	407,793,786	416,329,637
8010 General Fund Cap Improve	1,704	-	-	-	-	-
3020 Other Funds Cap Construct	18,956	-	-	-	-	-
3400 Other Funds Ltd	2,665,426	5,198,215	60,235	5,258,450	5,594,796	5,750,439
6400 Federal Funds Ltd	72,345	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$343,756,448**	**$389,499,707**	**$6,097,981**	**$395,597,688**	**$413,388,582**	**$422,080,076**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(12,537,379)	-	(12,537,379)	(12,537,379)	(6,384,794)
3400 Other Funds Ltd	-	(423,884)	-	(423,884)	(423,884)	(67,848)
All Funds	-	(12,961,263)	-	(12,961,263)	(12,961,263)	(6,452,642)
3465 Reconciliation Adjustment						
8000 General Fund	-	(298,473)	-	(298,473)	-	-
3400 Other Funds Ltd	-	32,934	-	32,934	-	-
All Funds	-	(265,539)	-	(265,539)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(12,835,852)	-	(12,835,852)	(12,537,379)	(6,384,794)
3400 Other Funds Ltd	-	(390,950)	-	(390,950)	(423,884)	(67,848)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($13,226,802)**	**-**	**($13,226,802)**	**($12,961,263)**	**($6,452,642)**
TOTAL PERSONAL SERVICES						
8000 General Fund	929,370,767	992,587,788	25,614,486	1,018,202,274	1,106,669,609	1,125,849,933
8010 General Fund Cap Improve	7,074	-	-	-	-	-
3020 Other Funds Cap Construct	97,158	-	-	-	-	-
3400 Other Funds Ltd	7,874,405	13,409,792	264,199	13,673,991	15,299,251	16,014,563
6400 Federal Funds Ltd	206,981	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL PERSONAL SERVICES	**$937,556,385**	**$1,005,997,580**	**$25,878,685**	**$1,031,876,265**	**$1,121,968,860**	**$1,141,864,496**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	4,267,363	2,839,475	-	2,839,475	2,839,475	2,930,177
8010 General Fund Cap Improve	665	-	-	-	-	-
3400 Other Funds Ltd	454,033	381,548	-	381,548	381,548	396,048
6400 Federal Funds Ltd	24,692	92,911	-	92,911	92,911	96,442
All Funds	4,746,753	3,313,934	-	3,313,934	3,313,934	3,422,667
4125 Out of State Travel						
8000 General Fund	238,499	161,807	-	161,807	161,807	167,956
3400 Other Funds Ltd	17,825	61,745	-	61,745	61,745	64,091
6400 Federal Funds Ltd	14,070	-	-	-	-	-
All Funds	270,394	223,552	-	223,552	223,552	232,047
4150 Employee Training						
8000 General Fund	1,740,576	983,264	-	983,264	983,264	1,026,259
3400 Other Funds Ltd	83,912	23,615	-	23,615	23,615	24,512
6400 Federal Funds Ltd	80,081	-	-	-	-	-
All Funds	1,904,569	1,006,879	-	1,006,879	1,006,879	1,050,771
4175 Office Expenses						
8000 General Fund	5,650,415	4,950,321	-	4,950,321	4,950,321	4,767,093

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3020 Other Funds Cap Construct	272	-	-	-	-	-
3400 Other Funds Ltd	203,355	329,097	-	329,097	329,097	341,603
All Funds	5,854,042	5,279,418	-	5,279,418	5,279,418	5,108,696
4200 Telecommunications						
8000 General Fund	5,968,349	4,963,258	-	4,963,258	4,963,258	5,151,253
3400 Other Funds Ltd	5,619	25,766	-	25,766	25,766	26,744
6400 Federal Funds Ltd	367,922	464,376	-	464,376	464,376	482,022
All Funds	6,341,890	5,453,400	-	5,453,400	5,453,400	5,660,019
4225 State Gov. Service Charges						
8000 General Fund	37,410,402	37,299,783	-	37,299,783	37,299,783	49,182,415
3400 Other Funds Ltd	1,560	-	-	-	-	-
All Funds	37,411,962	37,299,783	-	37,299,783	37,299,783	49,182,415
4250 Data Processing						
8000 General Fund	5,310,112	5,230,453	-	5,230,453	5,230,453	5,461,120
3400 Other Funds Ltd	45,525	43,209	-	43,209	43,209	44,850
All Funds	5,355,637	5,273,662	-	5,273,662	5,273,662	5,505,970
4275 Publicity and Publications						
8000 General Fund	31,309	54,735	-	54,735	54,735	56,816
3400 Other Funds Ltd	3,645	-	-	-	-	-
All Funds	34,954	54,735	-	54,735	54,735	56,816

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4300 Professional Services						
8000 General Fund	19,202,317	17,188,756	-	17,188,756	17,188,756	17,604,231
8010 General Fund Cap Improve	4,230	-	-	-	-	-
3020 Other Funds Cap Construct	10,273	-	-	-	-	-
3400 Other Funds Ltd	2,756,812	3,447,194	-	3,447,194	3,447,194	3,591,975
6400 Federal Funds Ltd	10,381	442,186	-	442,186	442,186	460,758
All Funds	21,984,013	21,078,136	-	21,078,136	21,078,136	21,656,964
4315 IT Professional Services						
8000 General Fund	149,492	-	-	-	-	-
3400 Other Funds Ltd	11	-	-	-	-	-
All Funds	149,503	-	-	-	-	-
4325 Attorney General						
8000 General Fund	3,019,426	4,165,630	-	4,165,630	4,165,630	5,019,538
3400 Other Funds Ltd	7,282	8,773	-	8,773	8,773	10,539
All Funds	3,026,708	4,174,403	-	4,174,403	4,174,403	5,030,077
4375 Employee Recruitment and Develop						
8000 General Fund	142,397	190,599	-	190,599	190,599	197,844
8010 General Fund Cap Improve	87	-	-	-	-	-
3400 Other Funds Ltd	90	3,613	-	3,613	3,613	3,750
All Funds	142,574	194,212	-	194,212	194,212	201,594

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4400 Dues and Subscriptions						
8000 General Fund	225,437	26,206	-	26,206	26,206	27,203
3400 Other Funds Ltd	2,384	985	-	985	985	1,023
All Funds	227,821	27,191	-	27,191	27,191	28,226
4425 Facilities Rental and Taxes						
8000 General Fund	1,860,922	1,399,747	-	1,399,747	1,399,747	1,452,937
3400 Other Funds Ltd	41,891	-	-	-	-	-
All Funds	1,902,813	1,399,747	-	1,399,747	1,399,747	1,452,937
4450 Fuels and Utilities						
8000 General Fund	29,734,449	30,093,332	-	30,093,332	30,093,332	31,157,159
3400 Other Funds Ltd	95,450	148,988	-	148,988	148,988	154,650
All Funds	29,829,899	30,242,320	-	30,242,320	30,242,320	31,311,809
4475 Facilities Maintenance						
8000 General Fund	14,717,653	12,763,329	-	12,763,329	12,763,329	13,206,159
8010 General Fund Cap Improve	74	-	-	-	-	-
3400 Other Funds Ltd	790,620	709,901	-	709,901	709,901	736,877
All Funds	15,508,347	13,473,230	-	13,473,230	13,473,230	13,943,036
4500 Food and Kitchen Supplies						
8000 General Fund	27,055,490	27,134,415	-	27,134,415	27,134,415	28,097,879
3400 Other Funds Ltd	2,171,627	1,626,463	-	1,626,463	1,626,463	1,688,270

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	29,227,117	28,760,878	-	28,760,878	28,760,878	29,786,149
4525 Medical Services and Supplies						
8000 General Fund	105,422,113	115,054,389	-	115,054,389	115,054,389	122,980,950
3400 Other Funds Ltd	5,862,847	7,437,708	-	7,437,708	7,437,708	6,462,310
6400 Federal Funds Ltd	3,430,585	3,353,513	-	3,353,513	3,353,513	3,494,360
All Funds	114,715,545	125,845,610	-	125,845,610	125,845,610	132,937,620
4550 Other Care of Residents and Patients						
8000 General Fund	27,666,180	21,596,038	-	21,596,038	21,596,038	22,206,718
3400 Other Funds Ltd	6,990,189	4,849,900	-	4,849,900	4,849,900	5,034,196
All Funds	34,656,369	26,445,938	-	26,445,938	26,445,938	27,240,914
4575 Agency Program Related S and S						
8000 General Fund	21,023	94,722	-	94,722	94,722	-
3400 Other Funds Ltd	18,505	-	-	-	-	-
All Funds	39,528	94,722	-	94,722	94,722	-
4625 Other COP Costs						
8000 General Fund	23,521	114,989	-	114,989	114,989	114,989
3400 Other Funds Ltd	-	1,067,704	-	1,067,704	721,466	-
All Funds	23,521	1,182,693	-	1,182,693	836,455	114,989
4650 Other Services and Supplies						
8000 General Fund	4,300,123	4,138,469	-	4,138,469	4,138,469	4,255,919

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3020 Other Funds Cap Construct	25	-	-	-	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	647,245	3,303,300	-	3,303,300	3,649,538	3,788,222
All Funds	5,029,132	7,441,769	-	7,441,769	7,788,007	8,044,141
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,282,238	1,756,306	-	1,756,306	1,756,306	1,653,454
3400 Other Funds Ltd	219,148	198,888	-	198,888	198,888	199,883
All Funds	1,501,386	1,955,194	-	1,955,194	1,955,194	1,853,337
4715 IT Expendable Property						
8000 General Fund	3,468,743	730,653	-	730,653	730,653	673,720
3400 Other Funds Ltd	216,690	58,918	-	58,918	58,918	55,615
All Funds	3,685,433	789,571	-	789,571	789,571	729,335
TOTAL SERVICES & SUPPLIES						
8000 General Fund	298,908,549	292,930,676	-	292,930,676	292,930,676	317,391,789
8010 General Fund Cap Improve	5,056	-	-	-	-	-
3020 Other Funds Cap Construct	10,570	-	-	-	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	20,636,265	23,727,315	-	23,727,315	23,727,315	22,625,158
6400 Federal Funds Ltd	3,927,731	4,352,986	-	4,352,986	4,352,986	4,533,582
TOTAL SERVICES & SUPPLIES	**$323,569,910**	**$321,010,977**	**-**	**$321,010,977**	**$321,010,977**	**$344,550,529**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	35,875	64,718	-	64,718	64,718	67,177
8010 General Fund Cap Improve	658	-	-	-	-	-
3020 Other Funds Cap Construct	10,795	-	-	-	-	-
All Funds	47,328	64,718	-	64,718	64,718	67,177
5150 Telecommunications Equipment						
8000 General Fund	1,807,278	71,055	-	71,055	71,055	73,755
3020 Other Funds Cap Construct	702,231	12,200,000	-	12,200,000	-	-
All Funds	2,509,509	12,271,055	-	12,271,055	71,055	73,755
5200 Technical Equipment						
8000 General Fund	879,648	-	-	-	-	-
8010 General Fund Cap Improve	833,928	-	-	-	-	-
3020 Other Funds Cap Construct	832,752	-	-	-	-	-
3400 Other Funds Ltd	15,318	-	-	-	-	-
All Funds	2,561,646	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	179,770	165,214	-	165,214	165,214	171,492
3020 Other Funds Cap Construct	54,302	-	-	-	-	-
3400 Other Funds Ltd	225,388	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	459,460	165,214	-	165,214	165,214	171,492
5350 Industrial and Heavy Equipment						
8000 General Fund	187,830	10,085	-	10,085	10,085	10,468
3020 Other Funds Cap Construct	21,250	-	-	-	-	-
All Funds	209,080	10,085	-	10,085	10,085	10,468
5400 Automotive and Aircraft						
8000 General Fund	-	708,788	-	708,788	708,788	-
5500 Recreational Equipment						
3400 Other Funds Ltd	-	30,715	-	30,715	30,715	31,882
5550 Data Processing Software						
8000 General Fund	74,203	20,773	-	20,773	20,773	21,562
3020 Other Funds Cap Construct	10,389	-	-	-	-	-
All Funds	84,592	20,773	-	20,773	20,773	21,562
5600 Data Processing Hardware						
8000 General Fund	237,309	27,984	-	27,984	27,984	29,047
5650 Land Improvements						
8000 General Fund	466,425	-	-	-	-	-
8010 General Fund Cap Improve	158,685	2,769,115	-	2,769,115	2,769,115	2,874,341
3400 Other Funds Ltd	269,337	-	-	-	-	-
All Funds	894,447	2,769,115	-	2,769,115	2,769,115	2,874,341

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
5700 Building Structures						
8000 General Fund	578,865	-	-	-	-	-
8010 General Fund Cap Improve	1,138,325	-	-	-	-	-
3020 Other Funds Cap Construct	2,191,940	-	-	-	-	-
3400 Other Funds Ltd	105,800	-	-	-	-	-
All Funds	4,014,930	-	-	-	-	-
5800 Professional Services						
8010 General Fund Cap Improve	-	55,356	-	55,356	55,356	57,460
5900 Other Capital Outlay						
8000 General Fund	1,320,810	1,213,216	-	1,213,216	1,213,216	456,145
8010 General Fund Cap Improve	574,367	-	-	-	-	-
3020 Other Funds Cap Construct	10,289,045	26,293,534	54,000	26,347,534	-	-
3400 Other Funds Ltd	333,357	562,905	-	562,905	562,905	65,295
All Funds	12,517,579	28,069,655	54,000	28,123,655	1,776,121	521,440
TOTAL CAPITAL OUTLAY						
8000 General Fund	5,768,013	2,281,833	-	2,281,833	2,281,833	829,646
8010 General Fund Cap Improve	2,705,963	2,824,471	-	2,824,471	2,824,471	2,931,801
3020 Other Funds Cap Construct	14,112,704	38,493,534	54,000	38,547,534	-	-
3400 Other Funds Ltd	949,200	593,620	-	593,620	593,620	97,177
TOTAL CAPITAL OUTLAY	**$23,535,880**	**$44,193,458**	**$54,000**	**$44,247,458**	**$5,699,924**	**$3,858,624**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	244,079,967	276,312,325	-	276,312,325	276,312,325	285,918,770
3400 Other Funds Ltd	5,054,071	5,513,820	-	5,513,820	5,513,820	5,723,346
All Funds	249,134,038	281,826,145	-	281,826,145	281,826,145	291,642,116
6035 Dist to Individuals						
8000 General Fund	513	100,664	-	100,664	100,664	104,489
3400 Other Funds Ltd	35	-	-	-	-	-
All Funds	548	100,664	-	100,664	100,664	104,489
6085 Other Special Payments						
8000 General Fund	-	8,929	-	8,929	8,929	9,268
TOTAL SPECIAL PAYMENTS						
8000 General Fund	244,080,480	276,421,918	-	276,421,918	276,421,918	286,032,527
3400 Other Funds Ltd	5,054,106	5,513,820	-	5,513,820	5,513,820	5,723,346
TOTAL SPECIAL PAYMENTS	**$249,134,586**	**$281,935,738**	**-**	**$281,935,738**	**$281,935,738**	**$291,755,873**
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	39,557,586	56,313,455	-	56,313,455	70,448,190	70,448,190

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3430 Other Funds Debt Svc Ltd	66,766	-	-	-	-	-
All Funds	39,624,352	56,313,455	-	56,313,455	70,448,190	70,448,190
7150 Interest - Bonds						
8030 General Fund Debt Svc	29,525,038	29,856,093	(43,041)	29,813,052	26,229,440	26,229,440
3430 Other Funds Debt Svc Ltd	1,992,267	-	43,042	43,042	-	-
All Funds	31,517,305	29,856,093	1	29,856,094	26,229,440	26,229,440
7200 Principal - COP						
8030 General Fund Debt Svc	45,548,240	22,379,811	-	22,379,811	15,468,000	15,468,000
7250 Interest - COP						
8030 General Fund Debt Svc	9,508,352	5,467,873	-	5,467,873	3,934,960	3,934,960
3430 Other Funds Debt Svc Ltd	117,867	-	-	-	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
All Funds	10,749,947	6,506,386	-	6,506,386	4,875,080	4,875,080
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TOTAL DEBT SERVICE	**$154,526,090**	**$115,055,745**	**$1**	**$115,055,746**	**$117,020,710**	**$117,020,710**

EXPENDITURES

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	1,478,127,809	1,564,222,215	25,614,486	1,589,836,701	1,678,304,036	1,730,103,895
8010 General Fund Cap Improve	2,718,093	2,824,471	-	2,824,471	2,824,471	2,931,801
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3400 Other Funds Ltd	34,513,976	43,244,547	264,199	43,508,746	45,134,006	44,460,244
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
6400 Federal Funds Ltd	4,134,712	4,352,986	-	4,352,986	4,352,986	4,533,582
TOTAL EXPENDITURES	**$1,688,322,851**	**$1,768,193,498**	**$25,932,686**	**$1,794,126,184**	**$1,847,636,209**	**$1,899,050,232**
REVERSIONS						
9900 Reversions						
8000 General Fund	(6,227,783)	-	-	-	-	-
8010 General Fund Cap Improve	(5,601)	-	-	-	-	-
All Funds	(6,233,384)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8010 General Fund Cap Improve	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3020 Other Funds Cap Construct	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	12,997,634	5,259,403	(264,199)	4,995,204	6,849,745	7,523,507
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6230 Federal Funds Debt Svc NL	-	-	-	-	-	-
6400 Federal Funds Ltd	1,784	160,013	-	160,013	180,596	-
TOTAL ENDING BALANCE	**$12,999,418**	**$5,419,416**	**($264,199)**	**$5,155,217**	**$7,030,341**	**$7,523,507**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4,562	4,600	-	4,600	4,596	4,600
8180 Position Reconciliation	-	5	-	5	-	-
TOTAL AUTHORIZED POSITIONS	**4,562**	**4,605**	**-**	**4,605**	**4,596**	**4,600**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	4,493.39	4,570.77	-	4,570.77	4,571.36	4,575.36
8280 FTE Reconciliation	-	1.30	-	1.30	-	-
TOTAL AUTHORIZED FTE	**4,493.39**	**4,572.07**	**-**	**4,572.07**	**4,571.36**	**4,575.36**

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	5,145,183	10,295	-	10,295	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	1,500,000	-	1,500,000	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	5,145,183	1,510,295	-	1,510,295	-	-
TOTAL BEGINNING BALANCE	**$5,145,183**	**$1,510,295**	**-**	**$1,510,295**	**-**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	760,761,219	795,031,482	17,895,658	812,927,140	887,230,111	903,139,441
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	10,253,361	8,317,588	-	8,317,588	13,297,729	13,297,729
0415 Admin and Service Charges						
3400 Other Funds Ltd	655,609	26,102	-	26,102	1,285,032	1,285,032
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	10,908,970	8,343,690	-	8,343,690	14,582,761	14,582,761
TOTAL CHARGES FOR SERVICES	**$10,908,970**	**$8,343,690**	**-**	**$8,343,690**	**$14,582,761**	**$14,582,761**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	388,033	46,703	-	46,703	209,005	209,005
0510 Rents and Royalties						
3400 Other Funds Ltd	14,754	-	-	-	-	-
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	402,787	46,703	-	46,703	209,005	209,005
TOTAL FINES, RENTS AND ROYALTIES	**$402,787**	**$46,703**	**-**	**$46,703**	**$209,005**	**$209,005**
INTEREST EARNINGS						
0605 Interest Income						
3400 Other Funds Ltd	69,930	12,994	-	12,994	33,446	33,446
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	1,533,670	1,419,960	-	1,419,960	1,663,297	1,663,297
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	73,477	-	-	-	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	720,214	3,598,446	-	3,598,446	783,941	783,941

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	243,880	266,295	-	266,295	286,642	286,642
REVENUES						
8000 General Fund	760,761,219	795,031,482	17,895,658	812,927,140	887,230,111	903,139,441
3400 Other Funds Ltd	13,952,928	13,688,088	-	13,688,088	17,559,092	17,559,092
TOTAL REVENUES	**$774,714,147**	**$808,719,570**	**$17,895,658**	**$826,615,228**	**$904,789,203**	**$920,698,533**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(73,928)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	760,761,219	795,031,482	17,895,658	812,927,140	887,230,111	903,139,441
3400 Other Funds Ltd	19,024,183	15,198,383	-	15,198,383	17,559,092	17,559,092
TOTAL AVAILABLE REVENUES	**$779,785,402**	**$810,229,865**	**$17,895,658**	**$828,125,523**	**$904,789,203**	**$920,698,533**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	352,650,484	389,485,160	13,614,242	403,099,402	461,890,334	461,890,334
3400 Other Funds Ltd	2,704,648	1,803,144	75,309	1,878,453	2,880,642	2,880,642

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	355,355,132	391,288,304	13,689,551	404,977,855	464,770,976	464,770,976
3160 Temporary Appointments						
8000 General Fund	3,077,088	-	-	-	-	-
3400 Other Funds Ltd	32,067	-	-	-	-	-
All Funds	3,109,155	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	27,745,640	17,441,093	-	17,441,093	17,441,093	18,853,819
3400 Other Funds Ltd	1,011,042	2,260,408	-	2,260,408	2,260,408	2,443,501
All Funds	28,756,682	19,701,501	-	19,701,501	19,701,501	21,297,320
3180 Shift Differential						
8000 General Fund	3,703,274	3,271,026	-	3,271,026	3,271,026	3,535,978
3400 Other Funds Ltd	14,611	12,174	-	12,174	12,174	13,158
All Funds	3,717,885	3,283,200	-	3,283,200	3,283,200	3,549,136
3190 All Other Differential						
8000 General Fund	24,221,602	20,702,395	-	20,702,395	20,702,395	22,379,285
3400 Other Funds Ltd	149,900	112,319	-	112,319	112,319	121,416
All Funds	24,371,502	20,814,714	-	20,814,714	20,814,714	22,500,701
TOTAL SALARIES & WAGES						
8000 General Fund	411,398,088	430,899,674	13,614,242	444,513,916	503,304,848	506,659,416
3400 Other Funds Ltd	3,912,268	4,188,045	75,309	4,263,354	5,265,543	5,458,717

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SALARIES & WAGES	**$415,310,356**	**$435,087,719**	**$13,689,551**	**$448,777,270**	**$508,570,391**	**$512,118,133**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	143,750	188,632	166	188,798	201,966	201,966
3400 Other Funds Ltd	1,034	1,140	5	1,145	1,225	1,225
All Funds	144,784	189,772	171	189,943	203,191	203,191
3220 Public Employees' Retire Cont						
8000 General Fund	79,763,782	102,898,337	3,251,074	106,149,411	110,878,633	111,617,645
3400 Other Funds Ltd	761,241	1,000,103	17,984	1,018,087	1,159,999	1,202,552
All Funds	80,525,023	103,898,440	3,269,058	107,167,498	112,038,632	112,820,197
3221 Pension Obligation Bond						
8000 General Fund	24,049,782	24,723,123	(108,519)	24,614,604	24,614,604	28,365,669
3400 Other Funds Ltd	228,768	243,064	(1,990)	241,074	241,074	296,765
All Funds	24,278,550	24,966,187	(110,509)	24,855,678	24,855,678	28,662,434
3230 Social Security Taxes						
8000 General Fund	30,958,781	32,948,526	1,041,486	33,990,012	38,484,388	38,741,006
3400 Other Funds Ltd	284,006	320,379	5,761	326,140	402,814	417,595
All Funds	31,242,787	33,268,905	1,047,247	34,316,152	38,887,202	39,158,601
3240 Unemployment Assessments						
8000 General Fund	281,438	241,990	-	241,990	241,990	251,186

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	195,758	228,344	201	228,545	192,033	192,033
3400 Other Funds Ltd	1,545	1,380	6	1,386	1,165	1,165
All Funds	197,303	229,724	207	229,931	193,198	193,198
3260 Mass Transit Tax						
8000 General Fund	1,062,778	1,128,233	-	1,128,233	1,128,233	3,039,905
3400 Other Funds Ltd	11,591	22,271	-	22,271	22,271	32,751
All Funds	1,074,369	1,150,504	-	1,150,504	1,150,504	3,072,656
3270 Flexible Benefits						
8000 General Fund	109,499,461	110,042,136	97,008	110,139,144	116,244,769	116,244,769
3400 Other Funds Ltd	745,417	666,720	3,000	669,720	706,847	706,847
All Funds	110,244,878	110,708,856	100,008	110,808,864	116,951,616	116,951,616
3280 Other OPE						
3400 Other Funds Ltd	7,468	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	245,955,530	272,399,321	4,281,416	276,680,737	291,986,616	298,654,179
3400 Other Funds Ltd	2,041,070	2,255,057	24,766	2,279,823	2,535,395	2,658,900
TOTAL OTHER PAYROLL EXPENSES	**$247,996,600**	**$274,654,378**	**$4,306,182**	**$278,960,560**	**$294,522,011**	**$301,313,079**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
8000 General Fund	-	(7,524,478)	-	(7,524,478)	(7,524,478)	(4,453,566)
3400 Other Funds Ltd	-	(121,381)	-	(121,381)	(121,381)	(25,668)
All Funds	-	(7,645,859)	-	(7,645,859)	(7,645,859)	(4,479,234)
3465 Reconciliation Adjustment						
8000 General Fund	-	(206,160)	-	(206,160)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(7,730,638)	-	(7,730,638)	(7,524,478)	(4,453,566)
3400 Other Funds Ltd	-	(121,381)	-	(121,381)	(121,381)	(25,668)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($7,852,019)**	**-**	**($7,852,019)**	**($7,645,859)**	**($4,479,234)**
TOTAL PERSONAL SERVICES						
8000 General Fund	657,353,618	695,568,357	17,895,658	713,464,015	787,766,986	800,860,029
3400 Other Funds Ltd	5,953,338	6,321,721	100,075	6,421,796	7,679,557	8,091,949
TOTAL PERSONAL SERVICES	**$663,306,956**	**$701,890,078**	**$17,995,733**	**$719,885,811**	**$795,446,543**	**$808,951,978**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	2,136,194	1,890,968	-	1,890,968	1,890,968	1,966,390
3400 Other Funds Ltd	342,747	337,975	-	337,975	337,975	350,817
All Funds	2,478,941	2,228,943	-	2,228,943	2,228,943	2,317,207
4125 Out of State Travel						
8000 General Fund	110,036	117,496	-	117,496	117,496	121,961

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	4,283	38,430	-	38,430	38,430	39,890
All Funds	114,319	155,926	-	155,926	155,926	161,851
4150 Employee Training						
8000 General Fund	776,327	436,671	-	436,671	436,671	456,425
3400 Other Funds Ltd	898	8,991	-	8,991	8,991	9,332
All Funds	777,225	445,662	-	445,662	445,662	465,757
4175 Office Expenses						
8000 General Fund	1,841,462	1,746,068	-	1,746,068	1,746,068	1,824,053
3400 Other Funds Ltd	122,278	166,975	-	166,975	166,975	173,322
All Funds	1,963,740	1,913,043	-	1,913,043	1,913,043	1,997,375
4200 Telecommunications						
8000 General Fund	6,882	5,420	-	5,420	5,420	5,625
3400 Other Funds Ltd	5,619	25,680	-	25,680	25,680	26,655
All Funds	12,501	31,100	-	31,100	31,100	32,280
4225 State Gov. Service Charges						
3400 Other Funds Ltd	1,560	-	-	-	-	-
4250 Data Processing						
8000 General Fund	7,491	354,718	-	354,718	354,718	372,737
3400 Other Funds Ltd	2,583	32,396	-	32,396	32,396	33,627
All Funds	10,074	387,114	-	387,114	387,114	406,364

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4275 Publicity and Publications						
8000 General Fund	4,611	7,737	-	7,737	7,737	8,032
3400 Other Funds Ltd	3,645	-	-	-	-	-
All Funds	8,256	7,737	-	7,737	7,737	8,032
4300 Professional Services						
8000 General Fund	791,322	704,700	-	704,700	704,700	729,466
3400 Other Funds Ltd	155	-	-	-	-	-
All Funds	791,477	704,700	-	704,700	704,700	729,466
4315 IT Professional Services						
8000 General Fund	9,200	-	-	-	-	-
3400 Other Funds Ltd	11	-	-	-	-	-
All Funds	9,211	-	-	-	-	-
4325 Attorney General						
8000 General Fund	921,305	996,399	-	996,399	996,399	1,197,074
3400 Other Funds Ltd	-	6,351	-	6,351	6,351	7,630
All Funds	921,305	1,002,750	-	1,002,750	1,002,750	1,204,704
4375 Employee Recruitment and Develop						
8000 General Fund	45,071	168,219	-	168,219	168,219	174,613
3400 Other Funds Ltd	90	3,613	-	3,613	3,613	3,750
All Funds	45,161	171,832	-	171,832	171,832	178,363

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4400 Dues and Subscriptions						
8000 General Fund	16,464	5,836	-	5,836	5,836	6,059
3400 Other Funds Ltd	1,791	439	-	439	439	456
All Funds	18,255	6,275	-	6,275	6,275	6,515
4425 Facilities Rental and Taxes						
8000 General Fund	29,622	-	-	-	-	-
3400 Other Funds Ltd	528	-	-	-	-	-
All Funds	30,150	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	28,791,588	29,192,483	-	29,192,483	29,192,483	30,222,078
3400 Other Funds Ltd	14,051	23,209	-	23,209	23,209	24,091
All Funds	28,805,639	29,215,692	-	29,215,692	29,215,692	30,246,169
4475 Facilities Maintenance						
8000 General Fund	13,182,715	11,801,662	-	11,801,662	11,801,662	12,223,551
3400 Other Funds Ltd	487,662	342,866	-	342,866	342,866	355,895
All Funds	13,670,377	12,144,528	-	12,144,528	12,144,528	12,579,446
4500 Food and Kitchen Supplies						
8000 General Fund	26,875,049	27,129,111	-	27,129,111	27,129,111	28,092,374
3400 Other Funds Ltd	2,050,753	1,125,145	-	1,125,145	1,125,145	1,167,902
All Funds	28,925,802	28,254,256	-	28,254,256	28,254,256	29,260,276

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4525 Medical Services and Supplies						
8000 General Fund	102,172	58,759	-	58,759	58,759	61,227
3400 Other Funds Ltd	18,970	6,639	-	6,639	6,639	6,918
All Funds	121,142	65,398	-	65,398	65,398	68,145
4550 Other Care of Residents and Patients						
8000 General Fund	19,665,072	19,871,176	-	19,871,176	19,871,176	20,577,965
3400 Other Funds Ltd	5,817,128	2,700,596	-	2,700,596	2,700,596	2,803,218
All Funds	25,482,200	22,571,772	-	22,571,772	22,571,772	23,381,183
4575 Agency Program Related S and S						
8000 General Fund	1,115	94,722	-	94,722	94,722	-
3400 Other Funds Ltd	18,505	-	-	-	-	-
All Funds	19,620	94,722	-	94,722	94,722	-
4650 Other Services and Supplies						
8000 General Fund	3,320,753	2,607,956	-	2,607,956	2,607,956	2,694,764
3400 Other Funds Ltd	353,881	2,602,392	-	2,602,392	2,602,392	2,701,283
All Funds	3,674,634	5,210,348	-	5,210,348	5,210,348	5,396,047
4700 Expendable Prop 250 - 5000						
8000 General Fund	644,444	937,241	-	937,241	937,241	904,884
3400 Other Funds Ltd	162,214	157,386	-	157,386	157,386	163,367
All Funds	806,658	1,094,627	-	1,094,627	1,094,627	1,068,251

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4715 IT Expendable Property						
8000 General Fund	605,608	187,549	-	187,549	187,549	183,989
3400 Other Funds Ltd	19,656	39,353	-	39,353	39,353	40,848
All Funds	625,264	226,902	-	226,902	226,902	224,837
TOTAL SERVICES & SUPPLIES						
8000 General Fund	99,884,503	98,314,891	-	98,314,891	98,314,891	101,823,267
3400 Other Funds Ltd	9,429,008	7,618,436	-	7,618,436	7,618,436	7,909,001
TOTAL SERVICES & SUPPLIES	**$109,313,511**	**$105,933,327**	**-**	**$105,933,327**	**$105,933,327**	**$109,732,268**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	5,000	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	89,497	-	-	-	-	-
3400 Other Funds Ltd	6,151	-	-	-	-	-
All Funds	95,648	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	179,770	-	-	-	-	-
3400 Other Funds Ltd	215,252	-	-	-	-	-
All Funds	395,022	-	-	-	-	-
5350 Industrial and Heavy Equipment						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	96,153	-	-	-	-	-
5400 Automotive and Aircraft						
8000 General Fund	-	708,788	-	708,788	708,788	-
5550 Data Processing Software						
8000 General Fund	8,484	-	-	-	-	-
5600 Data Processing Hardware						
8000 General Fund	26,410	-	-	-	-	-
5650 Land Improvements						
8000 General Fund	116,066	-	-	-	-	-
3400 Other Funds Ltd	269,337	-	-	-	-	-
All Funds	385,403	-	-	-	-	-
5700 Building Structures						
8000 General Fund	91,549	-	-	-	-	-
3400 Other Funds Ltd	4,250	-	-	-	-	-
All Funds	95,799	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	326,724	439,446	-	439,446	439,446	456,145
3400 Other Funds Ltd	151,595	62,905	-	62,905	62,905	65,295
All Funds	478,319	502,351	-	502,351	502,351	521,440
TOTAL CAPITAL OUTLAY						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	939,653	1,148,234	-	1,148,234	1,148,234	456,145
3400 Other Funds Ltd	646,585	62,905	-	62,905	62,905	65,295
TOTAL CAPITAL OUTLAY	**$1,586,238**	**$1,211,139**	**-**	**$1,211,139**	**$1,211,139**	**$521,440**
EXPENDITURES						
8000 General Fund	758,177,774	795,031,482	17,895,658	812,927,140	887,230,111	903,139,441
3400 Other Funds Ltd	16,028,931	14,003,062	100,075	14,103,137	15,360,898	16,066,245
TOTAL EXPENDITURES	**$774,206,705**	**$809,034,544**	**$17,995,733**	**$827,030,277**	**$902,591,009**	**$919,205,686**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,583,445)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	2,995,252	1,195,321	(100,075)	1,095,246	2,198,194	1,492,847
TOTAL ENDING BALANCE	**$2,995,252**	**$1,195,321**	**($100,075)**	**$1,095,246**	**$2,198,194**	**$1,492,847**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3,319	3,331	-	3,331	3,331	3,331
8180 Position Reconciliation	-	2	-	2	-	-
TOTAL AUTHORIZED POSITIONS	**3,319**	**3,333**	**-**	**3,333**	**3,331**	**3,331**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	3,277.28	3,316.92	-	3,316.92	3,320.34	3,320.34

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
8280 FTE Reconciliation	-	(0.14)	-	(0.14)	-	-
TOTAL AUTHORIZED FTE	**3,277.28**	**3,316.78**	**-**	**3,316.78**	**3,320.34**	**3,320.34**

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	3,932,838	2,374,220	-	2,374,220	3,415,236	3,415,236
6400 Federal Funds Ltd	-	93,679	-	93,679	-	-
All Funds	3,932,838	2,467,899	-	2,467,899	3,415,236	3,415,236
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	71,092,755	88,505,831	1,200,067	89,705,898	91,224,554	104,835,640
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	149,000	39,233	-	39,233	48,276	48,276
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	765,460	2,174	-	2,174	3,476	3,476
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	34,620	609	-	609	2,725	2,725
BOND SALES						
0555 General Fund Obligation Bonds						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	37,807	-	-	-	-	-
0575 Refunding Bonds						
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
TOTAL BOND SALES						
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	37,807	-	-	-	-	-
TOTAL BOND SALES	**$119,546**	**-**	**-**	**-**	**-**	**-**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	101,201	13,368	-	13,368	15,659	15,659
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	10,873	-	10,873	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	883,729	2,823,599	-	2,823,599	615,135	615,135
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	704,128	1,065,807	-	1,065,807	1,039,222	1,039,222
TRANSFERS IN						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	209,106	81,723	-	81,723	87,967	87,967
REVENUES						
8000 General Fund	71,092,755	88,505,831	1,200,067	89,705,898	91,224,554	104,835,640
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	2,180,923	2,971,579	-	2,971,579	773,238	773,238
6400 Federal Funds Ltd	704,128	1,065,807	-	1,065,807	1,039,222	1,039,222
TOTAL REVENUES	**$74,059,545**	**$92,543,217**	**$1,200,067**	**$93,743,284**	**$93,037,014**	**$106,648,100**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(580,848)	(1,438,365)	-	(1,438,365)	(1,548,265)	(1,548,265)
AVAILABLE REVENUES						
8000 General Fund	71,092,755	88,505,831	1,200,067	89,705,898	91,224,554	104,835,640
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	5,532,913	3,907,434	-	3,907,434	2,640,209	2,640,209
6400 Federal Funds Ltd	704,128	1,159,486	-	1,159,486	1,039,222	1,039,222
TOTAL AVAILABLE REVENUES	**$77,411,535**	**$93,572,751**	**$1,200,067**	**$94,772,818**	**$94,903,985**	**$108,515,071**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	12,213,320	23,587,651	894,079	24,481,730	25,812,186	25,969,194
3400 Other Funds Ltd	533,377	474,480	15,896	490,376	520,800	520,800
6400 Federal Funds Ltd	131,603	-	-	-	-	-
All Funds	12,878,300	24,062,131	909,975	24,972,106	26,332,986	26,489,994
3160 Temporary Appointments						
8000 General Fund	183,741	154,337	-	154,337	154,337	160,202
3170 Overtime Payments						
8000 General Fund	17,074	23,429	-	23,429	23,429	25,327
3180 Shift Differential						
8000 General Fund	33	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	241,026	170,484	-	170,484	170,484	184,293
3400 Other Funds Ltd	18,485	21,930	-	21,930	21,930	23,706
6400 Federal Funds Ltd	3,033	-	-	-	-	-
All Funds	262,544	192,414	-	192,414	192,414	207,999
TOTAL SALARIES & WAGES						
8000 General Fund	12,655,194	23,935,901	894,079	24,829,980	26,160,436	26,339,016
3400 Other Funds Ltd	551,862	496,410	15,896	512,306	542,730	544,506
6400 Federal Funds Ltd	134,636	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL SALARIES & WAGES	**$13,341,692**	**$24,432,311**	**$909,975**	**$25,342,286**	**$26,703,166**	**$26,883,522**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,754	9,272	50	9,322	10,004	10,065
3400 Other Funds Ltd	171	285	-	285	305	305
6400 Federal Funds Ltd	45	-	-	-	-	-
All Funds	3,970	9,557	50	9,607	10,309	10,370
3220 Public Employees' Retire Cont						
8000 General Fund	2,681,781	5,679,019	213,506	5,892,525	5,729,131	5,767,180
3400 Other Funds Ltd	115,802	118,543	3,796	122,339	119,562	119,953
6400 Federal Funds Ltd	23,077	-	-	-	-	-
All Funds	2,820,660	5,797,562	217,302	6,014,864	5,848,693	5,887,133
3221 Pension Obligation Bond						
8000 General Fund	847,133	1,308,671	(5,195)	1,303,476	1,303,476	1,465,698
3400 Other Funds Ltd	33,519	20,677	(235)	20,442	20,442	30,588
6400 Federal Funds Ltd	8,144	-	-	-	-	-
All Funds	888,796	1,329,348	(5,430)	1,323,918	1,323,918	1,496,286
3230 Social Security Taxes						
8000 General Fund	1,070,610	1,820,603	68,398	1,889,001	1,985,623	1,999,284
3400 Other Funds Ltd	41,762	37,976	1,216	39,192	41,519	41,655

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
6400 Federal Funds Ltd	9,722	-	-	-	-	-
All Funds	1,122,094	1,858,579	69,614	1,928,193	2,027,142	2,040,939
3240 Unemployment Assessments						
8000 General Fund	15,401	31,864	-	31,864	31,864	33,358
3400 Other Funds Ltd	-	254	-	254	254	264
All Funds	15,401	32,118	-	32,118	32,118	33,622
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	5,512	11,293	60	11,353	9,570	9,628
3400 Other Funds Ltd	193	345	-	345	290	290
6400 Federal Funds Ltd	67	-	-	-	-	-
All Funds	5,772	11,638	60	11,698	9,860	9,918
3260 Mass Transit Tax						
8000 General Fund	64,134	135,960	-	135,960	135,960	158,034
3400 Other Funds Ltd	1,862	2,978	-	2,978	2,978	3,267
All Funds	65,996	138,938	-	138,938	138,938	161,301
3270 Flexible Benefits						
8000 General Fund	3,100,621	5,422,657	29,169	5,451,826	5,770,176	5,805,360
3400 Other Funds Ltd	147,842	166,680	-	166,680	175,920	175,920
6400 Federal Funds Ltd	31,290	-	-	-	-	-
All Funds	3,279,753	5,589,337	29,169	5,618,506	5,946,096	5,981,280

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	7,788,946	14,419,339	305,988	14,725,327	14,975,804	15,248,607
3400 Other Funds Ltd	341,151	347,738	4,777	352,515	361,270	372,242
6400 Federal Funds Ltd	72,345	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$8,202,442**	**$14,767,077**	**$310,765**	**$15,077,842**	**$15,337,074**	**$15,620,849**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(509,823)	-	(509,823)	(509,823)	(248,886)
3400 Other Funds Ltd	-	(31,332)	-	(31,332)	(31,332)	(4,641)
All Funds	-	(541,155)	-	(541,155)	(541,155)	(253,527)
3465 Reconciliation Adjustment						
8000 General Fund	-	62,277	-	62,277	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(447,546)	-	(447,546)	(509,823)	(248,886)
3400 Other Funds Ltd	-	(31,332)	-	(31,332)	(31,332)	(4,641)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($478,878)**	**-**	**($478,878)**	**($541,155)**	**($253,527)**
TOTAL PERSONAL SERVICES						
8000 General Fund	20,444,140	37,907,694	1,200,067	39,107,761	40,626,417	41,338,737
3400 Other Funds Ltd	893,013	812,816	20,673	833,489	872,668	912,107
6400 Federal Funds Ltd	206,981	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL PERSONAL SERVICES	**$21,544,134**	**$38,720,510**	**$1,220,740**	**$39,941,250**	**$41,499,085**	**$42,250,844**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	330,870	130,847	-	130,847	130,847	135,818
3400 Other Funds Ltd	2,033	17,271	-	17,271	17,271	17,928
6400 Federal Funds Ltd	24,692	92,911	-	92,911	92,911	96,442
All Funds	357,595	241,029	-	241,029	241,029	250,188
4125 Out of State Travel						
8000 General Fund	72,398	18,877	-	18,877	18,877	19,594
3400 Other Funds Ltd	8,093	21,362	-	21,362	21,362	22,174
6400 Federal Funds Ltd	14,070	-	-	-	-	-
All Funds	94,561	40,239	-	40,239	40,239	41,768
4150 Employee Training						
8000 General Fund	190,754	153,597	-	153,597	153,597	159,436
3400 Other Funds Ltd	2,445	630	-	630	630	654
6400 Federal Funds Ltd	80,081	-	-	-	-	-
All Funds	273,280	154,227	-	154,227	154,227	160,090
4175 Office Expenses						
8000 General Fund	1,939,460	1,479,920	-	1,479,920	1,479,920	1,531,215
3400 Other Funds Ltd	44	26,131	-	26,131	26,131	27,123

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	1,939,504	1,506,051	-	1,506,051	1,506,051	1,558,338
4200 Telecommunications						
8000 General Fund	3,212,976	2,557,336	-	2,557,336	2,557,336	2,654,515
6400 Federal Funds Ltd	367,922	464,376	-	464,376	464,376	482,022
All Funds	3,580,898	3,021,712	-	3,021,712	3,021,712	3,136,537
4225 State Gov. Service Charges						
8000 General Fund	37,389,891	37,299,783	-	37,299,783	37,299,783	49,182,415
4250 Data Processing						
8000 General Fund	3,520,096	3,835,164	-	3,835,164	3,835,164	3,980,901
3400 Other Funds Ltd	-	1,272	-	1,272	1,272	1,320
All Funds	3,520,096	3,836,436	-	3,836,436	3,836,436	3,982,221
4275 Publicity and Publications						
8000 General Fund	5,302	38,623	-	38,623	38,623	40,091
4300 Professional Services						
8000 General Fund	497,027	310,459	-	310,459	310,459	323,497
6400 Federal Funds Ltd	10,381	442,186	-	442,186	442,186	460,758
All Funds	507,408	752,645	-	752,645	752,645	784,255
4315 IT Professional Services						
8000 General Fund	756	-	-	-	-	-
4325 Attorney General						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
8000 General Fund	1,245,342	1,909,290	-	1,909,290	1,909,290	2,500,644
4375 Employee Recruitment and Develop						
8000 General Fund	17,513	2,946	-	2,946	2,946	3,058
4400 Dues and Subscriptions						
8000 General Fund	75,282	8,457	-	8,457	8,457	8,778
4425 Facilities Rental and Taxes						
8000 General Fund	1,402,741	1,399,747	-	1,399,747	1,399,747	1,452,937
4450 Fuels and Utilities						
8000 General Fund	134,255	185,855	-	185,855	185,855	192,917
4475 Facilities Maintenance						
8000 General Fund	5,434	8,965	-	8,965	8,965	9,305
4500 Food and Kitchen Supplies						
8000 General Fund	2,634	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	96,111	15,884	-	15,884	15,884	16,551
4550 Other Care of Residents and Patients						
8000 General Fund	6,153	5,661	-	5,661	5,661	5,877
4575 Agency Program Related S and S						
8000 General Fund	8,170	-	-	-	-	-
4625 Other COP Costs						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	23,521	114,989	-	114,989	114,989	114,989
3400 Other Funds Ltd	-	1,067,704	-	1,067,704	721,466	-
All Funds	23,521	1,182,693	-	1,182,693	836,455	114,989
4650 Other Services and Supplies						
8000 General Fund	98,970	832,727	-	832,727	832,727	864,371
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	40,539	66,605	-	66,605	412,843	428,531
All Funds	221,248	899,332	-	899,332	1,245,570	1,292,902
4700 Expendable Prop 250 - 5000						
8000 General Fund	23,192	66,263	-	66,263	66,263	68,782
3400 Other Funds Ltd	132	6,322	-	6,322	6,322	-
All Funds	23,324	72,585	-	72,585	72,585	68,782
4715 IT Expendable Property						
8000 General Fund	97,885	48,436	-	48,436	48,436	50,278
3400 Other Funds Ltd	-	5,338	-	5,338	5,338	-
All Funds	97,885	53,774	-	53,774	53,774	50,278
TOTAL SERVICES & SUPPLIES						
8000 General Fund	50,396,733	50,423,826	-	50,423,826	50,423,826	63,315,969
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	53,286	1,212,635	-	1,212,635	1,212,635	497,730

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
6400 Federal Funds Ltd	497,146	999,473	-	999,473	999,473	1,039,222
TOTAL SERVICES & SUPPLIES	**$51,028,904**	**$52,635,934**	**-**	**$52,635,934**	**$52,635,934**	**$64,852,921**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	-	64,718	-	64,718	64,718	67,177
5900 Other Capital Outlay						
8000 General Fund	26,517	-	-	-	-	-
3400 Other Funds Ltd	-	500,000	-	500,000	500,000	-
All Funds	26,517	500,000	-	500,000	500,000	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	26,517	64,718	-	64,718	64,718	67,177
3400 Other Funds Ltd	-	500,000	-	500,000	500,000	-
TOTAL CAPITAL OUTLAY	**$26,517**	**$564,718**	**-**	**$564,718**	**$564,718**	**$67,177**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	513	100,664	-	100,664	100,664	104,489
6085 Other Special Payments						
8000 General Fund	-	8,929	-	8,929	8,929	9,268
TOTAL SPECIAL PAYMENTS						
8000 General Fund	513	109,593	-	109,593	109,593	113,757

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SPECIAL PAYMENTS	**$513**	**$109,593**	**-**	**$109,593**	**$109,593**	**$113,757**
EXPENDITURES						
8000 General Fund	70,867,903	88,505,831	1,200,067	89,705,898	91,224,554	104,835,640
3200 Other Funds Non-Ltd	81,739	-	-	-	-	-
3400 Other Funds Ltd	946,299	2,525,451	20,673	2,546,124	2,585,303	1,409,837
6400 Federal Funds Ltd	704,127	999,473	-	999,473	999,473	1,039,222
TOTAL EXPENDITURES	**$72,600,068**	**$92,030,755**	**$1,220,740**	**$93,251,495**	**$94,809,330**	**$107,284,699**
REVERSIONS						
9900 Reversions						
8000 General Fund	(224,852)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3200 Other Funds Non-Ltd	-	-	-	-	-	-
3400 Other Funds Ltd	4,586,614	1,381,983	(20,673)	1,361,310	54,906	1,230,372
6400 Federal Funds Ltd	1	160,013	-	160,013	39,749	-
TOTAL ENDING BALANCE	**$4,586,615**	**$1,541,996**	**($20,673)**	**$1,521,323**	**$94,655**	**$1,230,372**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	87	169	-	169	170	171
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**87**	**170**	**-**	**170**	**170**	**171**

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	87.00	167.76	-	167.76	169.09	170.09
8280 FTE Reconciliation	-	0.50	-	0.50	-	-
TOTAL AUTHORIZED FTE	**87.00**	**168.26**	**-**	**168.26**	**169.09**	**170.09**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	691,532	(42,322)	-	(42,322)	4,507,666	4,507,666
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	3,000,000	-	3,000,000	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	691,532	2,957,678	-	2,957,678	4,507,666	4,507,666
TOTAL BEGINNING BALANCE	**$691,532**	**$2,957,678**	**-**	**$2,957,678**	**$4,507,666**	**$4,507,666**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	61,943,966	58,172,004	510,880	58,682,884	60,916,409	61,168,449
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	364,412	3,574,438	-	3,574,438	5,714,624	5,714,624
FINES, RENTS AND ROYALTIES						
0510 Rents and Royalties						
3400 Other Funds Ltd	292,893	274,328	-	274,328	313,429	313,429
SALES INCOME						
0705 Sales Income						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
3400 Other Funds Ltd	295,656	511,196	-	511,196	598,800	598,800
LOAN REPAYMENT						
0925 Loan Repayments						
3400 Other Funds Ltd	-	23,690	-	23,690	-	-
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	1,125,294	2,448,629	-	2,448,629	533,447	533,447
REVENUES						
8000 General Fund	61,943,966	58,172,004	510,880	58,682,884	60,916,409	61,168,449
3400 Other Funds Ltd	2,078,255	6,832,281	-	6,832,281	7,160,300	7,160,300
TOTAL REVENUES	**$64,022,221**	**$65,004,285**	**$510,880**	**$65,515,165**	**$68,076,709**	**$68,328,749**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(557,530)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	61,943,966	58,172,004	510,880	58,682,884	60,916,409	61,168,449
3400 Other Funds Ltd	2,212,257	9,789,959	-	9,789,959	11,667,966	11,667,966
TOTAL AVAILABLE REVENUES	**$64,156,223**	**$67,961,963**	**$510,880**	**$68,472,843**	**$72,584,375**	**$72,836,415**
EXPENDITURES						
PERSONAL SERVICES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	29,554,252	31,373,484	517,686	31,891,170	33,766,728	33,766,728
3400 Other Funds Ltd	293,087	3,796,449	127,188	3,923,637	4,212,872	4,212,872
All Funds	29,847,339	35,169,933	644,874	35,814,807	37,979,600	37,979,600
3160 Temporary Appointments						
8000 General Fund	490,816	32,780	-	32,780	32,780	34,026
3400 Other Funds Ltd	38,796	-	-	-	-	-
All Funds	529,612	32,780	-	32,780	32,780	34,026
3170 Overtime Payments						
8000 General Fund	309,061	227,518	-	227,518	227,518	245,947
3400 Other Funds Ltd	1,128	24,831	-	24,831	24,831	26,842
All Funds	310,189	252,349	-	252,349	252,349	272,789
3180 Shift Differential						
8000 General Fund	4,372	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	624,406	220,506	-	220,506	220,506	238,367
3400 Other Funds Ltd	5,907	82,363	-	82,363	82,363	89,035
All Funds	630,313	302,869	-	302,869	302,869	327,402
TOTAL SALARIES & WAGES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	30,982,907	31,854,288	517,686	32,371,974	34,247,532	34,285,068
3400 Other Funds Ltd	338,918	3,903,643	127,188	4,030,831	4,320,066	4,328,749
TOTAL SALARIES & WAGES	**$31,321,825**	**$35,757,931**	**$644,874**	**$36,402,805**	**$38,567,598**	**$38,613,817**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	9,884	12,255	(278)	11,977	12,810	12,810
3400 Other Funds Ltd	136	1,881	-	1,881	2,013	2,013
All Funds	10,020	14,136	(278)	13,858	14,823	14,823
3220 Public Employees' Retire Cont						
8000 General Fund	5,626,677	7,598,984	123,629	7,722,613	7,537,504	7,545,499
3400 Other Funds Ltd	51,146	932,195	30,372	962,567	951,705	953,616
All Funds	5,677,823	8,531,179	154,001	8,685,180	8,489,209	8,499,115
3221 Pension Obligation Bond						
8000 General Fund	1,846,096	1,858,445	(6,913)	1,851,532	1,851,532	1,928,335
3400 Other Funds Ltd	20,274	228,215	(1,849)	226,366	226,366	243,478
All Funds	1,866,370	2,086,660	(8,762)	2,077,898	2,077,898	2,171,813
3230 Social Security Taxes						
8000 General Fund	2,347,150	2,436,464	39,605	2,476,069	2,619,726	2,622,597
3400 Other Funds Ltd	25,943	298,626	9,730	308,356	330,484	331,147
All Funds	2,373,093	2,735,090	49,335	2,784,425	2,950,210	2,953,744

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3240 Unemployment Assessments						
8000 General Fund	10,880	13,934	-	13,934	13,934	14,463
3400 Other Funds Ltd	1,998	81	-	81	81	84
All Funds	12,878	14,015	-	14,015	14,015	14,547
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	12,983	14,835	(336)	14,499	12,180	12,180
3400 Other Funds Ltd	205	2,277	-	2,277	1,914	1,914
All Funds	13,188	17,112	(336)	16,776	14,094	14,094
3260 Mass Transit Tax						
8000 General Fund	146,254	186,216	-	186,216	186,216	205,711
3400 Other Funds Ltd	1,609	23,572	-	23,572	23,572	25,973
All Funds	147,863	209,788	-	209,788	209,788	231,684
3270 Flexible Benefits						
8000 General Fund	7,225,539	7,167,240	(162,513)	7,004,727	7,388,640	7,388,640
3400 Other Funds Ltd	90,370	1,100,088	-	1,100,088	1,161,072	1,161,072
All Funds	7,315,909	8,267,328	(162,513)	8,104,815	8,549,712	8,549,712
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	17,225,463	19,288,373	(6,806)	19,281,567	19,622,542	19,730,235
3400 Other Funds Ltd	191,681	2,586,935	38,253	2,625,188	2,697,207	2,719,297
TOTAL OTHER PAYROLL EXPENSES	**$17,417,144**	**$21,875,308**	**$31,447**	**$21,906,755**	**$22,319,749**	**$22,449,532**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(671,049)	-	(671,049)	(671,049)	(325,586)
3400 Other Funds Ltd	-	(256,680)	-	(256,680)	(256,680)	(37,539)
All Funds	-	(927,729)	-	(927,729)	(927,729)	(363,125)
3465 Reconciliation Adjustment						
8000 General Fund	-	(16,992)	-	(16,992)	-	-
3400 Other Funds Ltd	-	32,934	-	32,934	-	-
All Funds	-	15,942	-	15,942	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(688,041)	-	(688,041)	(671,049)	(325,586)
3400 Other Funds Ltd	-	(223,746)	-	(223,746)	(256,680)	(37,539)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($911,787)**	**-**	**($911,787)**	**($927,729)**	**($363,125)**
TOTAL PERSONAL SERVICES						
8000 General Fund	48,208,370	50,454,620	510,880	50,965,500	53,199,025	53,689,717
3400 Other Funds Ltd	530,599	6,266,832	165,441	6,432,273	6,760,593	7,010,507
TOTAL PERSONAL SERVICES	**$48,738,969**	**$56,721,452**	**$676,321**	**$57,397,773**	**$59,959,618**	**$60,700,224**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	582,427	283,435	-	283,435	283,435	294,205

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	24,634	26,302	-	26,302	26,302	27,303
All Funds	607,061	309,737	-	309,737	309,737	321,508
4125 Out of State Travel						
8000 General Fund	10,195	5,081	-	5,081	5,081	5,273
4150 Employee Training						
8000 General Fund	151,927	220,793	-	220,793	220,793	229,182
3400 Other Funds Ltd	14,138	1,094	-	1,094	1,094	1,136
All Funds	166,065	221,887	-	221,887	221,887	230,318
4175 Office Expenses						
8000 General Fund	333,036	117,880	-	117,880	117,880	122,361
3400 Other Funds Ltd	20,039	118,532	-	118,532	118,532	123,036
All Funds	353,075	236,412	-	236,412	236,412	245,397
4200 Telecommunications						
8000 General Fund	2,528,338	2,037,830	-	2,037,830	2,037,830	2,115,267
4225 State Gov. Service Charges						
8000 General Fund	5,300	-	-	-	-	-
4250 Data Processing						
8000 General Fund	1,691,306	849,191	-	849,191	849,191	875,218
3400 Other Funds Ltd	-	9,431	-	9,431	9,431	9,789
All Funds	1,691,306	858,622	-	858,622	858,622	885,007

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4275 Publicity and Publications						
8000 General Fund	1,904	4,493	-	4,493	4,493	4,664
4300 Professional Services						
8000 General Fund	137,770	470,309	-	470,309	470,309	490,061
3400 Other Funds Ltd	148,534	-	-	-	-	-
All Funds	286,304	470,309	-	470,309	470,309	490,061
4315 IT Professional Services						
8000 General Fund	108,542	-	-	-	-	-
4325 Attorney General						
8000 General Fund	58,206	682,103	-	682,103	682,103	983,638
3400 Other Funds Ltd	7,282	2,422	-	2,422	2,422	2,909
All Funds	65,488	684,525	-	684,525	684,525	986,547
4375 Employee Recruitment and Develop						
8000 General Fund	5,975	13,181	-	13,181	13,181	13,682
4400 Dues and Subscriptions						
8000 General Fund	10,057	9,867	-	9,867	9,867	10,242
3400 Other Funds Ltd	-	546	-	546	546	567
All Funds	10,057	10,413	-	10,413	10,413	10,809
4425 Facilities Rental and Taxes						
8000 General Fund	9,329	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	39,830	-	-	-	-	-
All Funds	49,159	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	766,710	714,994	-	714,994	714,994	742,164
3400 Other Funds Ltd	81,399	125,779	-	125,779	125,779	130,559
All Funds	848,109	840,773	-	840,773	840,773	872,723
4475 Facilities Maintenance						
8000 General Fund	1,343,728	834,140	-	834,140	834,140	865,838
3400 Other Funds Ltd	261,464	367,035	-	367,035	367,035	380,982
All Funds	1,605,192	1,201,175	-	1,201,175	1,201,175	1,246,820
4500 Food and Kitchen Supplies						
8000 General Fund	38,299	4,985	-	4,985	4,985	5,174
3400 Other Funds Ltd	120,141	501,318	-	501,318	501,318	520,368
All Funds	158,440	506,303	-	506,303	506,303	525,542
4525 Medical Services and Supplies						
8000 General Fund	3,200	2,091	-	2,091	2,091	2,179
4550 Other Care of Residents and Patients						
8000 General Fund	96,818	35,031	-	35,031	35,031	36,362
3400 Other Funds Ltd	11,893	79,734	-	79,734	79,734	82,765
All Funds	108,711	114,765	-	114,765	114,765	119,127

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4575 Agency Program Related S and S						
8000 General Fund	746	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	281,682	328,319	-	328,319	328,319	340,795
3400 Other Funds Ltd	35,634	472,768	-	472,768	472,768	490,735
All Funds	317,316	801,087	-	801,087	801,087	831,530
4700 Expendable Prop 250 - 5000						
8000 General Fund	135,907	36,632	-	36,632	36,632	38,024
3400 Other Funds Ltd	980	10,877	-	10,877	10,877	11,290
All Funds	136,887	47,509	-	47,509	47,509	49,314
4715 IT Expendable Property						
8000 General Fund	2,020,735	-	-	-	-	1
3400 Other Funds Ltd	4,186	14,227	-	14,227	14,227	14,767
All Funds	2,024,921	14,227	-	14,227	14,227	14,768
TOTAL SERVICES & SUPPLIES						
8000 General Fund	10,322,137	6,650,355	-	6,650,355	6,650,355	7,174,330
3400 Other Funds Ltd	770,154	1,730,065	-	1,730,065	1,730,065	1,796,206
TOTAL SERVICES & SUPPLIES	**$11,092,291**	**$8,380,420**	**-**	**$8,380,420**	**$8,380,420**	**$8,970,536**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	8,400	-	-	-	-	-
5150 Telecommunications Equipment						
8000 General Fund	1,796,574	71,055	-	71,055	71,055	73,755
5200 Technical Equipment						
8000 General Fund	234,725	-	-	-	-	-
5250 Household and Institutional Equip.						
8000 General Fund	-	165,214	-	165,214	165,214	171,492
3400 Other Funds Ltd	10,136	-	-	-	-	-
All Funds	10,136	165,214	-	165,214	165,214	171,492
5350 Industrial and Heavy Equipment						
8000 General Fund	91,677	10,085	-	10,085	10,085	10,468
5550 Data Processing Software						
8000 General Fund	65,719	20,773	-	20,773	20,773	21,562
5600 Data Processing Hardware						
8000 General Fund	210,899	26,132	-	26,132	26,132	27,125
5650 Land Improvements						
8000 General Fund	350,359	-	-	-	-	-
5700 Building Structures						
8000 General Fund	425,117	-	-	-	-	-
3400 Other Funds Ltd	96,850	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
All Funds	521,967	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	535,498	773,770	-	773,770	773,770	-
3400 Other Funds Ltd	156,834	-	-	-	-	-
All Funds	692,332	773,770	-	773,770	773,770	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	3,718,968	1,067,029	-	1,067,029	1,067,029	304,402
3400 Other Funds Ltd	263,820	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$3,982,788**	**$1,067,029**	**-**	**$1,067,029**	**$1,067,029**	**$304,402**
EXPENDITURES						
8000 General Fund	62,249,475	58,172,004	510,880	58,682,884	60,916,409	61,168,449
3400 Other Funds Ltd	1,564,573	7,996,897	165,441	8,162,338	8,490,658	8,806,713
TOTAL EXPENDITURES	**$63,814,048**	**$66,168,901**	**$676,321**	**$66,845,222**	**$69,407,067**	**$69,975,162**
REVERSIONS						
9900 Reversions						
8000 General Fund	305,509	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	647,684	1,793,062	(165,441)	1,627,621	3,177,308	2,861,253
TOTAL ENDING BALANCE	**$647,684**	**$1,793,062**	**($165,441)**	**$1,627,621**	**$3,177,308**	**$2,861,253**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	259	249	-	249	244	244
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**259**	**250**	**-**	**250**	**244**	**244**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	256.84	248.16	-	248.16	243.16	243.16
8280 FTE Reconciliation	-	0.33	-	0.33	-	-
TOTAL AUTHORIZED FTE	**256.84**	**248.49**	**-**	**248.49**	**243.16**	**243.16**

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	15,063,623	-	-	-	-	-
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	4,800	-	-	-	-	-
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	4,746	-	-	-	-	-
REVENUES						
8000 General Fund	15,063,623	-	-	-	-	-
3400 Other Funds Ltd	9,546	-	-	-	-	-
TOTAL REVENUES	**$15,073,169**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
8000 General Fund	15,063,623	-	-	-	-	-
3400 Other Funds Ltd	9,546	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$15,073,169**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
PERSONAL SERVICES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	7,411,303	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	101,508	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	222,101	-	-	-	-	-
3180 Shift Differential						
8000 General Fund	1,182	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	118,895	-	-	-	-	-
TOTAL SALARIES & WAGES						
8000 General Fund	7,854,989	-	-	-	-	-
TOTAL SALARIES & WAGES	**$7,854,989**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	2,863	-	-	-	-	-
3220 Public Employees' Retire Cont						
8000 General Fund	1,571,780	-	-	-	-	-
3221 Pension Obligation Bond						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	513,191	-	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	670,181	-	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	512	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	6,302	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	43,957	-	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	2,099,973	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	4,908,759	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$4,908,759**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
8000 General Fund	12,763,748	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$12,763,748**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	184,666	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	183	-	-	-	-	-
All Funds	184,849	-	-	-	-	-
4125 Out of State Travel						
8000 General Fund	9,171	-	-	-	-	-
4150 Employee Training						
8000 General Fund	184,165	-	-	-	-	-
3400 Other Funds Ltd	915	-	-	-	-	-
All Funds	185,080	-	-	-	-	-
4175 Office Expenses						
8000 General Fund	61,121	-	-	-	-	-
3400 Other Funds Ltd	48	-	-	-	-	-
All Funds	61,169	-	-	-	-	-
4200 Telecommunications						
8000 General Fund	1,235	-	-	-	-	-
4250 Data Processing						
8000 General Fund	25,529	-	-	-	-	-
4275 Publicity and Publications						
8000 General Fund	17,953	-	-	-	-	-
4300 Professional Services						
8000 General Fund	27,690	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4325 Attorney General						
8000 General Fund	456,824	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	24,172	-	-	-	-	-
4400 Dues and Subscriptions						
8000 General Fund	5,841	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	7,164	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	32,789	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	19,842	-	-	-	-	-
3400 Other Funds Ltd	1,900	-	-	-	-	-
All Funds	21,742	-	-	-	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	1,498	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	68,550	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	4,689	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4575 Agency Program Related S and S						
8000 General Fund	864	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	15,170	-	-	-	-	-
3400 Other Funds Ltd	924	-	-	-	-	-
All Funds	16,094	-	-	-	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	4,190	-	-	-	-	-
4715 IT Expendable Property						
8000 General Fund	129,881	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8000 General Fund	1,283,004	-	-	-	-	-
3400 Other Funds Ltd	3,970	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,286,974**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	14,046,752	-	-	-	-	-
3400 Other Funds Ltd	3,970	-	-	-	-	-
TOTAL EXPENDITURES	**$14,050,722**	**-**	**-**	**-**	**-**	**-**
REVERSIONS						
9900 Reversions						

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
8000 General Fund	(1,016,871)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	5,576	-	-	-	-	-
TOTAL ENDING BALANCE	**$5,576**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	63	-	-	-	-	-
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	62.50	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	1,673,576	406,121	-	406,121	379,725	379,725
6400 Federal Funds Ltd	1,783	-	-	-	-	-
All Funds	1,675,359	406,121	-	406,121	379,725	379,725
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	269,579,963	294,044,375	254,958	294,299,333	294,836,265	304,748,135
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	1,810,846	870,058	-	870,058	1,391,004	1,391,004
0415 Admin and Service Charges						
3400 Other Funds Ltd	5,729	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	1,816,575	870,058	-	870,058	1,391,004	1,391,004
TOTAL CHARGES FOR SERVICES	**$1,816,575**	**$870,058**	**-**	**$870,058**	**$1,391,004**	**$1,391,004**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	-	47,898	-	47,898	214,354	214,354

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
0510 Rents and Royalties						
3400 Other Funds Ltd	-	15,512	-	15,512	17,723	17,723
TOTAL FINES, RENTS AND ROYALTIES						
3400 Other Funds Ltd	-	63,410	-	63,410	232,077	232,077
TOTAL FINES, RENTS AND ROYALTIES	**-**	**$63,410**	**-**	**$63,410**	**$232,077**	**$232,077**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	-	78	-	78	91	91
DONATIONS AND CONTRIBUTIONS						
0905 Donations						
3400 Other Funds Ltd	-	8,047	-	8,047	46,733	46,733
0910 Grants (Non-Fed)						
3400 Other Funds Ltd	369,159	194,618	-	194,618	397,365	397,365
TOTAL DONATIONS AND CONTRIBUTIONS						
3400 Other Funds Ltd	369,159	202,665	-	202,665	444,098	444,098
TOTAL DONATIONS AND CONTRIBUTIONS	**$369,159**	**$202,665**	**-**	**$202,665**	**$444,098**	**$444,098**
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	40,225	824,974	-	824,974	309,725	309,725
TRANSFERS IN						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	29,705	87,695	-	87,695	94,395	94,395
1050 Transfer In Other						
3400 Other Funds Ltd	-	-	-	-	4,727,007	4,727,007
1150 Tsfr From Revenue, Dept of						
3400 Other Funds Ltd	4,391,472	4,257,421	-	4,257,421	-	-
1213 Tsfr From Criminal Justice Comm						
3400 Other Funds Ltd	513,500	532,500	-	532,500	552,735	552,735
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	4,934,677	4,877,616	-	4,877,616	5,374,137	5,374,137
TOTAL TRANSFERS IN	**$4,934,677**	**$4,877,616**	**-**	**$4,877,616**	**$5,374,137**	**$5,374,137**
REVENUES						
8000 General Fund	269,579,963	294,044,375	254,958	294,299,333	294,836,265	304,748,135
3400 Other Funds Ltd	7,160,636	6,838,801	-	6,838,801	7,751,132	7,751,132
TOTAL REVENUES	**$276,740,599**	**$300,883,176**	**$254,958**	**$301,138,134**	**$302,587,397**	**$312,499,267**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(28,386)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	269,579,963	294,044,375	254,958	294,299,333	294,836,265	304,748,135

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	8,805,826	7,244,922	-	7,244,922	8,130,857	8,130,857
6400 Federal Funds Ltd	1,783	-	-	-	-	-
TOTAL AVAILABLE REVENUES	**$278,387,572**	**$301,289,297**	**$254,958**	**$301,544,255**	**$302,967,122**	**$312,878,992**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	9,323,489	10,673,387	218,799	10,892,186	11,370,720	11,370,720
3400 Other Funds Ltd	194,071	14,429	(14,429)	-	-	-
All Funds	9,517,560	10,687,816	204,370	10,892,186	11,370,720	11,370,720
3160 Temporary Appointments						
8000 General Fund	67,135	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	9,167	10,090	-	10,090	10,090	10,907
3190 All Other Differential						
8000 General Fund	442,378	274,788	-	274,788	274,788	297,046
3400 Other Funds Ltd	11,860	-	-	-	-	-
All Funds	454,238	274,788	-	274,788	274,788	297,046
TOTAL SALARIES & WAGES						
8000 General Fund	9,842,169	10,958,265	218,799	11,177,064	11,655,598	11,678,673

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	205,931	14,429	(14,429)	-	-	-
TOTAL SALARIES & WAGES	**$10,048,100**	**$10,972,694**	**$204,370**	**$11,177,064**	**$11,655,598**	**$11,678,673**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	3,050	4,232	(52)	4,180	4,453	4,453
3400 Other Funds Ltd	45	5	(5)	-	-	-
All Funds	3,095	4,237	(57)	4,180	4,453	4,453
3220 Public Employees' Retire Cont						
8000 General Fund	1,999,533	2,616,825	52,249	2,669,074	2,567,726	2,572,810
3400 Other Funds Ltd	34,789	3,446	(3,446)	-	-	-
All Funds	2,034,322	2,620,271	48,803	2,669,074	2,567,726	2,572,810
3221 Pension Obligation Bond						
8000 General Fund	593,884	573,379	(2,378)	571,001	571,001	656,907
3400 Other Funds Ltd	9,482	837	-	837	837	-
All Funds	603,366	574,216	(2,378)	571,838	571,838	656,907
3230 Social Security Taxes						
8000 General Fund	741,769	836,127	16,739	852,866	889,372	891,137
3400 Other Funds Ltd	12,022	1,104	(1,104)	-	-	-
All Funds	753,791	837,231	15,635	852,866	889,372	891,137
3240 Unemployment Assessments						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	2,474	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	3,987	5,123	(63)	5,060	4,234	4,234
3400 Other Funds Ltd	55	6	(6)	-	-	-
All Funds	4,042	5,129	(69)	5,060	4,234	4,234
3260 Mass Transit Tax						
8000 General Fund	12,630	59,221	-	59,221	59,221	70,072
3400 Other Funds Ltd	-	87	-	87	87	-
All Funds	12,630	59,308	-	59,308	59,308	70,072
3270 Flexible Benefits						
8000 General Fund	2,287,104	2,474,975	(30,336)	2,444,639	2,568,432	2,568,432
3400 Other Funds Ltd	35,131	3,000	(3,000)	-	-	-
All Funds	2,322,235	2,477,975	(33,336)	2,444,639	2,568,432	2,568,432
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	5,644,431	6,569,882	36,159	6,606,041	6,664,439	6,768,045
3400 Other Funds Ltd	91,524	8,485	(7,561)	924	924	-
TOTAL OTHER PAYROLL EXPENSES	**$5,735,955**	**$6,578,367**	**$28,598**	**$6,606,965**	**$6,665,363**	**$6,768,045**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(227,973)	-	(227,973)	(227,973)	(109,639)

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	-	(14,491)	-	(14,491)	(14,491)	-
All Funds	-	(242,464)	-	(242,464)	(242,464)	(109,639)
TOTAL PERSONAL SERVICES						
8000 General Fund	15,486,600	17,300,174	254,958	17,555,132	18,092,064	18,337,079
3400 Other Funds Ltd	297,455	8,423	(21,990)	(13,567)	(13,567)	-
TOTAL PERSONAL SERVICES	**$15,784,055**	**$17,308,597**	**$232,968**	**$17,541,565**	**$18,078,497**	**$18,337,079**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	173,446	36,550	-	36,550	36,550	37,938
3400 Other Funds Ltd	77,449	-	-	-	-	-
All Funds	250,895	36,550	-	36,550	36,550	37,938
4125 Out of State Travel						
8000 General Fund	24,735	9,861	-	9,861	9,861	10,236
3400 Other Funds Ltd	4,159	-	-	-	-	-
All Funds	28,894	9,861	-	9,861	9,861	10,236
4150 Employee Training						
8000 General Fund	195,510	28,909	-	28,909	28,909	30,007
3400 Other Funds Ltd	61,413	-	-	-	-	-
All Funds	256,923	28,909	-	28,909	28,909	30,007
4175 Office Expenses						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	160,903	88,818	-	88,818	88,818	92,193
3400 Other Funds Ltd	43,648	-	-	-	-	-
All Funds	204,551	88,818	-	88,818	88,818	92,193
4200 Telecommunications						
8000 General Fund	57,639	-	-	-	-	-
4225 State Gov. Service Charges						
8000 General Fund	14,151	-	-	-	-	-
4250 Data Processing						
8000 General Fund	2,988	46,962	-	46,962	46,962	48,747
3400 Other Funds Ltd	42,562	-	-	-	-	-
All Funds	45,550	46,962	-	46,962	46,962	48,747
4275 Publicity and Publications						
8000 General Fund	-	666	-	666	666	691
4300 Professional Services						
8000 General Fund	13,765	104,048	-	104,048	104,048	108,418
4315 IT Professional Services						
8000 General Fund	20,664	-	-	-	-	-
4325 Attorney General						
8000 General Fund	108,388	59,207	-	59,207	59,207	105,040
4375 Employee Recruitment and Develop						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	322	690	-	690	690	716
4400 Dues and Subscriptions						
8000 General Fund	59,235	-	-	-	-	-
3400 Other Funds Ltd	593	-	-	-	-	-
All Funds	59,828	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	405,980	-	-	-	-	-
3400 Other Funds Ltd	1,053	-	-	-	-	-
All Funds	407,033	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	8,955	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	29,377	9,358	-	9,358	9,358	9,714
3400 Other Funds Ltd	775	-	-	-	-	-
All Funds	30,152	9,358	-	9,358	9,358	9,714
4500 Food and Kitchen Supplies						
8000 General Fund	483	319	-	319	319	331
3400 Other Funds Ltd	250	-	-	-	-	-
All Funds	733	319	-	319	319	331
4525 Medical Services and Supplies						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	748,711	-	-	-	-	-
3400 Other Funds Ltd	677,662	-	-	-	-	-
All Funds	1,426,373	-	-	-	-	-
4550 Other Care of Residents and Patients						
8000 General Fund	6,447,487	1,558	-	1,558	1,558	1,617
3400 Other Funds Ltd	160,123	1,466,745	-	1,466,745	1,466,745	1,522,481
All Funds	6,607,610	1,468,303	-	1,468,303	1,468,303	1,524,098
4575 Agency Program Related S and S						
8000 General Fund	6,027	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	127,480	30,417	-	30,417	30,417	31,573
3400 Other Funds Ltd	88,283	6,562	-	6,562	6,562	6,811
All Funds	215,763	36,979	-	36,979	36,979	38,384
4700 Expendable Prop 250 - 5000						
8000 General Fund	129,580	11,644	-	11,644	11,644	12,087
3400 Other Funds Ltd	19,715	-	-	-	-	-
All Funds	149,295	11,644	-	11,644	11,644	12,087
4715 IT Expendable Property						
8000 General Fund	154,058	1,017	-	1,017	1,017	1,056
3400 Other Funds Ltd	34,010	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	188,068	1,017	-	1,017	1,017	1,056
TOTAL SERVICES & SUPPLIES						
8000 General Fund	8,889,884	430,024	-	430,024	430,024	490,364
3400 Other Funds Ltd	1,211,695	1,473,307	-	1,473,307	1,473,307	1,529,292
TOTAL SERVICES & SUPPLIES	**$10,101,579**	**$1,903,331**	**-**	**$1,903,331**	**$1,903,331**	**$2,019,656**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	5,704	-	-	-	-	-
5200 Technical Equipment						
3400 Other Funds Ltd	9,167	-	-	-	-	-
5600 Data Processing Hardware						
8000 General Fund	-	1,852	-	1,852	1,852	1,922
5900 Other Capital Outlay						
8000 General Fund	396,322	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	402,026	1,852	-	1,852	1,852	1,922
3400 Other Funds Ltd	9,167	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$411,193**	**$1,852**	**-**	**$1,852**	**$1,852**	**$1,922**
SPECIAL PAYMENTS						
6020 Dist to Counties						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	244,079,967	276,312,325	-	276,312,325	276,312,325	285,918,770
3400 Other Funds Ltd	5,054,071	5,513,820	-	5,513,820	5,513,820	5,723,346
All Funds	249,134,038	281,826,145	-	281,826,145	281,826,145	291,642,116
6035 Dist to Individuals						
3400 Other Funds Ltd	35	-	-	-	-	-
TOTAL SPECIAL PAYMENTS						
8000 General Fund	244,079,967	276,312,325	-	276,312,325	276,312,325	285,918,770
3400 Other Funds Ltd	5,054,106	5,513,820	-	5,513,820	5,513,820	5,723,346
TOTAL SPECIAL PAYMENTS	**$249,134,073**	**$281,826,145**	**-**	**$281,826,145**	**$281,826,145**	**$291,642,116**
EXPENDITURES						
8000 General Fund	268,858,477	294,044,375	254,958	294,299,333	294,836,265	304,748,135
3400 Other Funds Ltd	6,572,423	6,995,550	(21,990)	6,973,560	6,973,560	7,252,638
TOTAL EXPENDITURES	**$275,430,900**	**$301,039,925**	**$232,968**	**$301,272,893**	**$301,809,825**	**$312,000,773**
REVERSIONS						
9900 Reversions						
8000 General Fund	(721,486)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	2,233,403	249,372	21,990	271,362	1,157,297	878,219
6400 Federal Funds Ltd	1,783	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL ENDING BALANCE	**$2,235,186**	**$249,372**	**$21,990**	**$271,362**	**$1,157,297**	**$878,219**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	64	74	-	74	73	73
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	64.12	74.33	-	74.33	73.00	73.00

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	611,423	297,875	-	297,875	-	-
6400 Federal Funds Ltd	40,000	-	-	-	-	-
All Funds	651,423	297,875	-	297,875	-	-
0030 Beginning Balance Adjustment						
3400 Other Funds Ltd	-	440,369	-	440,369	-	-
TOTAL BEGINNING BALANCE						
3400 Other Funds Ltd	611,423	738,244	-	738,244	-	-
6400 Federal Funds Ltd	40,000	-	-	-	-	-
TOTAL BEGINNING BALANCE	**$651,423**	**$738,244**	**-**	**$738,244**	**-**	**-**
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	241,073,179	257,728,587	4,129,234	261,857,821	269,580,562	279,274,221
FEDERAL FUNDS AS OTHER FUNDS						
0355 Federal Revenues						
3400 Other Funds Ltd	-	91,109	-	91,109	182,677	182,677
CHARGES FOR SERVICES						
0410 Charges for Services						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	11,034	11,989	-	11,989	31,232	31,232
0415 Admin and Service Charges						
3400 Other Funds Ltd	516	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	11,550	11,989	-	11,989	31,232	31,232
TOTAL CHARGES FOR SERVICES	**$11,550**	**$11,989**	**-**	**$11,989**	**$31,232**	**$31,232**
FINES, RENTS AND ROYALTIES						
0505 Fines and Forfeitures						
3400 Other Funds Ltd	155,771	43,916	-	43,916	320,242	320,242
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	40,318	26,436	-	26,436	50,458	50,458
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	562,658	395,000	-	395,000	140,220	140,220
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6400 Federal Funds Ltd	3,390,585	3,353,513	-	3,353,513	3,494,360	3,494,360
REVENUES						
8000 General Fund	241,073,179	257,728,587	4,129,234	261,857,821	269,580,562	279,274,221

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	770,297	568,450	-	568,450	724,829	724,829
6400 Federal Funds Ltd	3,390,585	3,353,513	-	3,353,513	3,494,360	3,494,360
TOTAL REVENUES	**$245,234,061**	**$261,650,550**	**$4,129,234**	**$265,779,784**	**$273,799,751**	**$283,493,410**
AVAILABLE REVENUES						
8000 General Fund	241,073,179	257,728,587	4,129,234	261,857,821	269,580,562	279,274,221
3400 Other Funds Ltd	1,381,720	1,306,694	-	1,306,694	724,829	724,829
6400 Federal Funds Ltd	3,430,585	3,353,513	-	3,353,513	3,494,360	3,494,360
TOTAL AVAILABLE REVENUES	**$245,885,484**	**$262,388,794**	**$4,129,234**	**$266,518,028**	**$273,799,751**	**$283,493,410**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	82,088,215	92,015,077	3,143,968	95,159,045	101,602,369	101,602,369
3160 Temporary Appointments						
8000 General Fund	736,910	-	-	-	-	-
3170 Overtime Payments						
8000 General Fund	2,289,572	1,256,262	-	1,256,262	1,256,262	1,358,020
3180 Shift Differential						
8000 General Fund	945,903	928,268	-	928,268	928,268	1,003,456
3190 All Other Differential						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	5,301,276	2,691,182	-	2,691,182	2,691,182	2,909,168
TOTAL SALARIES & WAGES						
8000 General Fund	91,361,876	96,890,789	3,143,968	100,034,757	106,478,081	106,873,013
TOTAL SALARIES & WAGES	**$91,361,876**	**$96,890,789**	**$3,143,968**	**$100,034,757**	**$106,478,081**	**$106,873,013**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	23,919	32,471	-	32,471	34,828	34,828
3220 Public Employees' Retire Cont						
8000 General Fund	15,931,906	23,137,501	750,780	23,888,281	23,457,066	23,544,066
3221 Pension Obligation Bond						
8000 General Fund	5,180,000	5,503,430	(6,028)	5,497,402	5,497,402	5,944,887
3230 Social Security Taxes						
8000 General Fund	6,477,341	6,940,167	240,514	7,180,681	7,626,315	7,656,530
3240 Unemployment Assessments						
8000 General Fund	95,511	31,512	-	31,512	31,512	32,710
3250 Worker's Comp. Assess. (WCD)						
8000 General Fund	31,861	39,303	-	39,303	33,122	33,122
3260 Mass Transit Tax						
8000 General Fund	275,574	328,967	-	328,967	328,967	635,259
3270 Flexible Benefits						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	17,439,987	18,834,840	-	18,834,840	19,949,328	19,949,328
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	45,456,099	54,848,191	985,266	55,833,457	56,958,540	57,830,730
TOTAL OTHER PAYROLL EXPENSES	**$45,456,099**	**$54,848,191**	**$985,266**	**$55,833,457**	**$56,958,540**	**$57,830,730**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,996,951)	-	(1,996,951)	(1,996,951)	(970,059)
3465 Reconciliation Adjustment						
8000 General Fund	-	(154,334)	-	(154,334)	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(2,151,285)	-	(2,151,285)	(1,996,951)	(970,059)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($2,151,285)**	**-**	**($2,151,285)**	**($1,996,951)**	**($970,059)**
TOTAL PERSONAL SERVICES						
8000 General Fund	136,817,975	149,587,695	4,129,234	153,716,929	161,439,670	163,733,684
TOTAL PERSONAL SERVICES	**$136,817,975**	**$149,587,695**	**$4,129,234**	**$153,716,929**	**$161,439,670**	**$163,733,684**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	587,292	303,860	-	303,860	303,860	317,831
3400 Other Funds Ltd	25	-	-	-	-	-
All Funds	587,317	303,860	-	303,860	303,860	317,831

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4125 Out of State Travel						
8000 General Fund	4,615	-	-	-	-	-
4150 Employee Training						
8000 General Fund	123,920	97,828	-	97,828	97,828	103,687
4175 Office Expenses						
8000 General Fund	894,782	735,059	-	735,059	735,059	774,188
3400 Other Funds Ltd	5,638	-	-	-	-	-
All Funds	900,420	735,059	-	735,059	735,059	774,188
4200 Telecommunications						
8000 General Fund	-	200,000	-	200,000	200,000	207,600
4225 State Gov. Service Charges						
8000 General Fund	1,060	-	-	-	-	-
4250 Data Processing						
8000 General Fund	59,282	22,734	-	22,734	22,734	26,683
3400 Other Funds Ltd	380	-	-	-	-	-
All Funds	59,662	22,734	-	22,734	22,734	26,683
4275 Publicity and Publications						
8000 General Fund	1,450	-	-	-	-	-
4300 Professional Services						
8000 General Fund	1,930,894	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4315 IT Professional Services						
8000 General Fund	10,330	-	-	-	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	45,921	3,939	-	3,939	3,939	4,089
4400 Dues and Subscriptions						
8000 General Fund	57,253	-	-	-	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	18	-	-	-	-	-
4450 Fuels and Utilities						
8000 General Fund	152	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	112,596	88,360	-	88,360	88,360	91,718
3400 Other Funds Ltd	10,606	-	-	-	-	-
All Funds	123,202	88,360	-	88,360	88,360	91,718
4500 Food and Kitchen Supplies						
8000 General Fund	79,197	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	98,751,515	106,490,044	-	106,490,044	106,490,044	113,887,949
3400 Other Funds Ltd	435,303	667,029	-	667,029	667,029	715,055
6400 Federal Funds Ltd	3,430,585	3,353,513	-	3,353,513	3,353,513	3,494,360

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	102,617,403	110,510,586	-	110,510,586	110,510,586	118,097,364
4550 Other Care of Residents and Patients						
8000 General Fund	105,667	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	360	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	297,033	51,151	-	51,151	51,151	54,966
3400 Other Funds Ltd	6,569	-	-	-	-	-
All Funds	303,602	51,151	-	51,151	51,151	54,966
4700 Expendable Prop 250 - 5000						
8000 General Fund	317,665	70,733	-	70,733	70,733	29,113
3400 Other Funds Ltd	36,107	-	-	-	-	-
All Funds	353,772	70,733	-	70,733	70,733	29,113
4715 IT Expendable Property						
8000 General Fund	257,370	77,184	-	77,184	77,184	42,713
3400 Other Funds Ltd	6,817	-	-	-	-	-
All Funds	264,187	77,184	-	77,184	77,184	42,713
TOTAL SERVICES & SUPPLIES						
8000 General Fund	103,638,372	108,140,892	-	108,140,892	108,140,892	115,540,537
3400 Other Funds Ltd	501,445	667,029	-	667,029	667,029	715,055

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
6400 Federal Funds Ltd	3,430,585	3,353,513	-	3,353,513	3,353,513	3,494,360
TOTAL SERVICES & SUPPLIES	**$107,570,402**	**$112,161,434**	**-**	**$112,161,434**	**$112,161,434**	**$119,749,952**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	27,475	-	-	-	-	-
5200 Technical Equipment						
8000 General Fund	555,426	-	-	-	-	-
5700 Building Structures						
8000 General Fund	62,199	-	-	-	-	-
3400 Other Funds Ltd	4,700	-	-	-	-	-
All Funds	66,899	-	-	-	-	-
5900 Other Capital Outlay						
8000 General Fund	35,749	-	-	-	-	-
3400 Other Funds Ltd	24,928	-	-	-	-	-
All Funds	60,677	-	-	-	-	-
TOTAL CAPITAL OUTLAY						
8000 General Fund	680,849	-	-	-	-	-
3400 Other Funds Ltd	29,628	-	-	-	-	-
TOTAL CAPITAL OUTLAY	**$710,477**	**-**	**-**	**-**	**-**	**-**
EXPENDITURES						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	241,137,196	257,728,587	4,129,234	261,857,821	269,580,562	279,274,221
3400 Other Funds Ltd	531,073	667,029	-	667,029	667,029	715,055
6400 Federal Funds Ltd	3,430,585	3,353,513	-	3,353,513	3,353,513	3,494,360
TOTAL EXPENDITURES	**$245,098,854**	**$261,749,129**	**$4,129,234**	**$265,878,363**	**$273,601,104**	**$283,483,636**
REVERSIONS						
9900 Reversions						
8000 General Fund	64,017	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	850,647	639,665	-	639,665	57,800	9,774
6400 Federal Funds Ltd	-	-	-	-	140,847	-
TOTAL ENDING BALANCE	**$850,647**	**$639,665**	**-**	**$639,665**	**$198,647**	**$9,774**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	571	571	-	571	571	571
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	549.97	558.10	-	558.10	559.27	559.27
8280 FTE Reconciliation	-	0.50	-	0.50	-	-
TOTAL AUTHORIZED FTE	**549.97**	**558.60**	**-**	**558.60**	**559.27**	**559.27**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
BEGINNING BALANCE						
0025 Beginning Balance						
3400 Other Funds Ltd	2,078,537	466,134	-	466,134	7,048,290	7,048,290
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	64,840,887	70,739,936	1,623,689	72,363,625	74,516,135	76,938,009
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	6,496,956	492,005	-	492,005	786,592	786,592
0415 Admin and Service Charges						
3400 Other Funds Ltd	531,963	-	-	-	-	-
TOTAL CHARGES FOR SERVICES						
3400 Other Funds Ltd	7,028,919	492,005	-	492,005	786,592	786,592
TOTAL CHARGES FOR SERVICES	**$7,028,919**	**$492,005**	**-**	**$492,005**	**$786,592**	**$786,592**
SALES INCOME						
0705 Sales Income						
3400 Other Funds Ltd	169,338	-	-	-	-	-
DONATIONS AND CONTRIBUTIONS						
0905 Donations						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	2,300	5,998	-	5,998	34,834	34,834
OTHER						
0975 Other Revenues						
3400 Other Funds Ltd	337,000	8,665,845	-	8,665,845	1,887,897	1,887,897
TRANSFERS IN						
1010 Transfer In - Intrafund						
3400 Other Funds Ltd	374,982	1,002,652	-	1,002,652	1,079,261	1,079,261
1137 Tsfr From Justice, Dept of						
3400 Other Funds Ltd	37,830	26,000	-	26,000	26,000	26,000
1443 Tsfr From Oregon Health Authority						
3400 Other Funds Ltd	200,000	-	-	-	-	-
1525 Tsfr From HECC						
3400 Other Funds Ltd	319,400	189,850	-	189,850	189,850	189,850
1581 Tsfr From Education, Dept of						
3400 Other Funds Ltd	166,811	208,074	-	208,074	208,074	208,074
TOTAL TRANSFERS IN						
3400 Other Funds Ltd	1,099,023	1,426,576	-	1,426,576	1,503,185	1,503,185
TOTAL TRANSFERS IN	**$1,099,023**	**$1,426,576**	**-**	**$1,426,576**	**$1,503,185**	**$1,503,185**
REVENUES						
8000 General Fund	64,840,887	70,739,936	1,623,689	72,363,625	74,516,135	76,938,009

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	8,636,580	10,590,424	-	10,590,424	4,212,508	4,212,508
TOTAL REVENUES	**$73,477,467**	**$81,330,360**	**$1,623,689**	**$82,954,049**	**$78,728,643**	**$81,150,517**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3400 Other Funds Ltd	(169,952)	-	-	-	-	-
AVAILABLE REVENUES						
8000 General Fund	64,840,887	70,739,936	1,623,689	72,363,625	74,516,135	76,938,009
3400 Other Funds Ltd	10,545,165	11,056,558	-	11,056,558	11,260,798	11,260,798
TOTAL AVAILABLE REVENUES	**$75,386,052**	**$81,796,494**	**$1,623,689**	**$83,420,183**	**$85,776,933**	**$88,198,807**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	23,482,279	25,821,204	1,187,966	27,009,170	28,804,680	29,262,648
3400 Other Funds Ltd	200,000	-	-	-	-	-
All Funds	23,682,279	25,821,204	1,187,966	27,009,170	28,804,680	29,262,648
3160 Temporary Appointments						
8000 General Fund	366,533	383,643	-	383,643	383,643	398,221
3170 Overtime Payments						
8000 General Fund	97,102	195,541	-	195,541	195,541	211,380

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3180 Shift Differential						
8000 General Fund	141	-	-	-	-	-
3190 All Other Differential						
8000 General Fund	331,472	182,843	-	182,843	182,843	197,655
TOTAL SALARIES & WAGES						
8000 General Fund	24,277,527	26,583,231	1,187,966	27,771,197	29,566,707	30,069,904
3400 Other Funds Ltd	200,000	-	-	-	-	-
TOTAL SALARIES & WAGES	**$24,477,527**	**$26,583,231**	**$1,187,966**	**$27,771,197**	**$29,566,707**	**$30,069,904**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	8,853	11,742	114	11,856	12,627	12,810
3220 Public Employees' Retire Cont						
8000 General Fund	4,369,428	6,256,451	283,687	6,540,138	6,429,030	6,536,669
3221 Pension Obligation Bond						
8000 General Fund	1,424,969	1,421,945	(5,769)	1,416,176	1,416,176	1,644,751
3230 Social Security Taxes						
8000 General Fund	1,823,513	2,031,490	90,881	2,122,371	2,259,590	2,298,082
3240 Unemployment Assessments						
8000 General Fund	27,972	22,608	-	22,608	22,608	24,290
3250 Worker's Comp. Assess. (WCD)						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	11,430	14,214	138	14,352	12,006	12,180
3260 Mass Transit Tax						
8000 General Fund	112,442	150,720	-	150,720	150,720	180,419
3270 Flexible Benefits						
8000 General Fund	6,240,182	6,867,216	66,672	6,933,888	7,283,088	7,388,640
TOTAL OTHER PAYROLL EXPENSES						
8000 General Fund	14,018,789	16,776,386	435,723	17,212,109	17,585,845	18,097,841
TOTAL OTHER PAYROLL EXPENSES	**$14,018,789**	**$16,776,386**	**$435,723**	**$17,212,109**	**$17,585,845**	**$18,097,841**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	-	(1,607,105)	-	(1,607,105)	(1,607,105)	(277,058)
3465 Reconciliation Adjustment						
8000 General Fund	-	16,736	-	16,736	-	-
TOTAL P.S. BUDGET ADJUSTMENTS						
8000 General Fund	-	(1,590,369)	-	(1,590,369)	(1,607,105)	(277,058)
TOTAL P.S. BUDGET ADJUSTMENTS	**-**	**($1,590,369)**	**-**	**($1,590,369)**	**($1,607,105)**	**($277,058)**
TOTAL PERSONAL SERVICES						
8000 General Fund	38,296,316	41,769,248	1,623,689	43,392,937	45,545,447	47,890,687
3400 Other Funds Ltd	200,000	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$38,496,316**	**$41,769,248**	**$1,623,689**	**$43,392,937**	**$45,545,447**	**$47,890,687**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	272,468	193,815	-	193,815	193,815	177,995
3400 Other Funds Ltd	6,962	-	-	-	-	-
All Funds	279,430	193,815	-	193,815	193,815	177,995
4125 Out of State Travel						
8000 General Fund	7,349	10,492	-	10,492	10,492	10,892
3400 Other Funds Ltd	1,290	1,953	-	1,953	1,953	2,027
All Funds	8,639	12,445	-	12,445	12,445	12,919
4150 Employee Training						
8000 General Fund	117,973	45,466	-	45,466	45,466	47,522
3400 Other Funds Ltd	4,103	12,900	-	12,900	12,900	13,390
All Funds	122,076	58,366	-	58,366	58,366	60,912
4175 Office Expenses						
8000 General Fund	419,651	782,576	-	782,576	782,576	423,083
3400 Other Funds Ltd	11,660	17,459	-	17,459	17,459	18,122
All Funds	431,311	800,035	-	800,035	800,035	441,205
4200 Telecommunications						
8000 General Fund	161,279	162,672	-	162,672	162,672	168,246
3400 Other Funds Ltd	-	86	-	86	86	89

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	161,279	162,758	-	162,758	162,758	168,335
4250 Data Processing						
8000 General Fund	3,420	121,684	-	121,684	121,684	156,834
3400 Other Funds Ltd	-	110	-	110	110	114
All Funds	3,420	121,794	-	121,794	121,794	156,948
4275 Publicity and Publications						
8000 General Fund	89	3,216	-	3,216	3,216	3,338
4300 Professional Services						
8000 General Fund	15,803,849	15,599,240	-	15,599,240	15,599,240	15,952,789
3400 Other Funds Ltd	2,608,123	3,447,194	-	3,447,194	3,447,194	3,591,975
All Funds	18,411,972	19,046,434	-	19,046,434	19,046,434	19,544,764
4325 Attorney General						
8000 General Fund	229,361	518,631	-	518,631	518,631	233,142
4375 Employee Recruitment and Develop						
8000 General Fund	3,423	1,624	-	1,624	1,624	1,686
4400 Dues and Subscriptions						
8000 General Fund	1,305	2,046	-	2,046	2,046	2,124
4425 Facilities Rental and Taxes						
8000 General Fund	6,068	-	-	-	-	-
3400 Other Funds Ltd	480	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
All Funds	6,548	-	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	23,961	20,844	-	20,844	20,844	6,033
3400 Other Funds Ltd	28,213	-	-	-	-	-
All Funds	52,174	20,844	-	20,844	20,844	6,033
4500 Food and Kitchen Supplies						
8000 General Fund	58,330	-	-	-	-	-
3400 Other Funds Ltd	483	-	-	-	-	-
All Funds	58,813	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	5,651,854	8,487,611	-	8,487,611	8,487,611	9,013,044
3400 Other Funds Ltd	4,730,912	6,764,040	-	6,764,040	6,764,040	5,740,337
All Funds	10,382,766	15,251,651	-	15,251,651	15,251,651	14,753,381
4550 Other Care of Residents and Patients						
8000 General Fund	1,340,294	1,682,612	-	1,682,612	1,682,612	1,584,897
3400 Other Funds Ltd	1,001,045	602,825	-	602,825	602,825	625,732
All Funds	2,341,339	2,285,437	-	2,285,437	2,285,437	2,210,629
4575 Agency Program Related S and S						
8000 General Fund	3,741	-	-	-	-	-
4650 Other Services and Supplies						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8000 General Fund	159,035	287,899	-	287,899	287,899	269,450
3400 Other Funds Ltd	121,415	154,973	-	154,973	154,973	160,862
All Funds	280,450	442,872	-	442,872	442,872	430,312
4700 Expendable Prop 250 - 5000						
8000 General Fund	27,260	633,793	-	633,793	633,793	600,564
3400 Other Funds Ltd	-	24,303	-	24,303	24,303	25,226
All Funds	27,260	658,096	-	658,096	658,096	625,790
4715 IT Expendable Property						
8000 General Fund	203,206	416,467	-	416,467	416,467	395,683
3400 Other Funds Ltd	152,021	-	-	-	-	-
All Funds	355,227	416,467	-	416,467	416,467	395,683
TOTAL SERVICES & SUPPLIES						
8000 General Fund	24,493,916	28,970,688	-	28,970,688	28,970,688	29,047,322
3400 Other Funds Ltd	8,666,707	11,025,843	-	11,025,843	11,025,843	10,177,874
TOTAL SERVICES & SUPPLIES	**$33,160,623**	**$39,996,531**	**-**	**$39,996,531**	**$39,996,531**	**$39,225,196**
CAPITAL OUTLAY						
5500 Recreational Equipment						
3400 Other Funds Ltd	-	30,715	-	30,715	30,715	31,882
EXPENDITURES						
8000 General Fund	62,790,232	70,739,936	1,623,689	72,363,625	74,516,135	76,938,009

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3400 Other Funds Ltd	8,866,707	11,056,558	-	11,056,558	11,056,558	10,209,756
TOTAL EXPENDITURES	**$71,656,939**	**$81,796,494**	**$1,623,689**	**$83,420,183**	**$85,572,693**	**$87,147,765**
REVERSIONS						
9900 Reversions						
8000 General Fund	(2,050,655)	-	-	-	-	-
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,678,458	-	-	-	204,240	1,051,042
TOTAL ENDING BALANCE	**$1,678,458**	**-**	**-**	**-**	**$204,240**	**$1,051,042**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	199	206	-	206	207	210
8180 Position Reconciliation	-	1	-	1	-	-
TOTAL AUTHORIZED POSITIONS	**199**	**207**	**-**	**207**	**207**	**210**
AUTHORIZED FTE POSITIONS						
8250 Class/Unclass FTE Positions	195.68	205.50	-	205.50	206.50	209.50
8280 FTE Reconciliation	-	0.11	-	0.11	-	-
TOTAL AUTHORIZED FTE	**195.68**	**205.61**	**-**	**205.61**	**206.50**	**209.50**

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
BOND SALES						
0575 Refunding Bonds						
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
INTEREST EARNINGS						
0605 Interest Income						
3430 Other Funds Debt Svc Ltd	81,536	-	43,042	43,042	-	-
OTHER						
0975 Other Revenues						
3430 Other Funds Debt Svc Ltd	127,026	-	-	-	-	-
FEDERAL FUNDS REVENUE						
0995 Federal Funds						
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TRANSFERS IN						
1010 Transfer In - Intrafund						
3430 Other Funds Debt Svc Ltd	3,968,857	-	-	-	-	-
1107 Tsfr From Administrative Svcs						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3430 Other Funds Debt Svc Ltd	7,711	-	-	-	-	-
TOTAL TRANSFERS IN						
3430 Other Funds Debt Svc Ltd	3,976,568	-	-	-	-	-
TOTAL TRANSFERS IN	**$3,976,568**	**-**	**-**	**-**	**-**	**-**
REVENUES						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	4,185,130	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TOTAL REVENUES	**$156,534,320**	**$115,055,745**	**$1**	**$115,055,746**	**$117,020,710**	**$117,020,710**
TRANSFERS OUT						
2010 Transfer Out - Intrafund						
3430 Other Funds Debt Svc Ltd	(2,000,519)	-	-	-	-	-
2107 Tsfr To Administrative Svcs						
3430 Other Funds Debt Svc Ltd	(7,711)	-	-	-	-	-
TOTAL TRANSFERS OUT						
3430 Other Funds Debt Svc Ltd	(2,008,230)	-	-	-	-	-
TOTAL TRANSFERS OUT	**($2,008,230)**	**-**	**-**	**-**	**-**	**-**
AVAILABLE REVENUES						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TOTAL AVAILABLE REVENUES	**$154,526,090**	**$115,055,745**	**$1**	**$115,055,746**	**$117,020,710**	**$117,020,710**
EXPENDITURES						
DEBT SERVICE						
7050 Pmt To Ret Bond Escrow						
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
7100 Principal - Bonds						
8030 General Fund Debt Svc	39,557,586	56,313,455	-	56,313,455	70,448,190	70,448,190
3430 Other Funds Debt Svc Ltd	66,766	-	-	-	-	-
All Funds	39,624,352	56,313,455	-	56,313,455	70,448,190	70,448,190
7150 Interest - Bonds						
8030 General Fund Debt Svc	29,525,038	29,856,093	(43,041)	29,813,052	26,229,440	26,229,440
3430 Other Funds Debt Svc Ltd	1,992,267	-	43,042	43,042	-	-
All Funds	31,517,305	29,856,093	1	29,856,094	26,229,440	26,229,440
7200 Principal - COP						
8030 General Fund Debt Svc	45,548,240	22,379,811	-	22,379,811	15,468,000	15,468,000
7250 Interest - COP						
8030 General Fund Debt Svc	9,508,352	5,467,873	-	5,467,873	3,934,960	3,934,960

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3430 Other Funds Debt Svc Ltd	117,867	-	-	-	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
All Funds	10,749,947	6,506,386	-	6,506,386	4,875,080	4,875,080
TOTAL DEBT SERVICE						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TOTAL DEBT SERVICE	**$154,526,090**	**$115,055,745**	**$1**	**$115,055,746**	**$117,020,710**	**$117,020,710**
EXPENDITURES						
8030 General Fund Debt Svc	124,139,216	114,017,232	(43,041)	113,974,191	116,080,590	116,080,590
3230 Other Funds Debt Svc Non-Ltd	27,086,246	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	2,176,900	-	43,042	43,042	-	-
6230 Federal Funds Debt Svc NL	1,123,728	1,038,513	-	1,038,513	940,120	940,120
TOTAL EXPENDITURES	**$154,526,090**	**$115,055,745**	**$1**	**$115,055,746**	**$117,020,710**	**$117,020,710**
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-	-	-
3230 Other Funds Debt Svc Non-Ltd	-	-	-	-	-	-
3430 Other Funds Debt Svc Ltd	-	-	-	-	-	-
6230 Federal Funds Debt Svc NL	-	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL ENDING BALANCE	-	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
REVENUES						
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
AVAILABLE REVENUES						
8010 General Fund Cap Improve	2,723,694	2,824,471	-	2,824,471	2,824,471	2,931,801
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8010 General Fund Cap Improve	5,183	-	-	-	-	-
3170 Overtime Payments						
8010 General Fund Cap Improve	187	-	-	-	-	-
TOTAL SALARIES & WAGES						
8010 General Fund Cap Improve	5,370	-	-	-	-	-
TOTAL SALARIES & WAGES	**$5,370**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees' Retire Cont						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
8010 General Fund Cap Improve	935	-	-	-	-	-
3221 Pension Obligation Bond						
8010 General Fund Cap Improve	322	-	-	-	-	-
3230 Social Security Taxes						
8010 General Fund Cap Improve	411	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
8010 General Fund Cap Improve	4	-	-	-	-	-
3260 Mass Transit Tax						
8010 General Fund Cap Improve	32	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
8010 General Fund Cap Improve	1,704	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$1,704**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
8010 General Fund Cap Improve	7,074	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$7,074**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8010 General Fund Cap Improve	665	-	-	-	-	-
4300 Professional Services						
8010 General Fund Cap Improve	4,230	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
4375 Employee Recruitment and Develop						
8010 General Fund Cap Improve	87	-	-	-	-	-
4475 Facilities Maintenance						
8010 General Fund Cap Improve	74	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
8010 General Fund Cap Improve	5,056	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$5,056**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8010 General Fund Cap Improve	658	-	-	-	-	-
5200 Technical Equipment						
8010 General Fund Cap Improve	833,928	-	-	-	-	-
5650 Land Improvements						
8010 General Fund Cap Improve	158,685	2,769,115	-	2,769,115	2,769,115	2,874,341
5700 Building Structures						
8010 General Fund Cap Improve	1,138,325	-	-	-	-	-
5800 Professional Services						
8010 General Fund Cap Improve	-	55,356	-	55,356	55,356	57,460
5900 Other Capital Outlay						
8010 General Fund Cap Improve	574,367	-	-	-	-	-

DESCRIPTION	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Emergency Boards*	*2017-19 Leg Approved Budget*	*2019-21 Base Budget*	*2019-21 Current Service Level*
TOTAL CAPITAL OUTLAY						
8010 General Fund Cap Improve	2,705,963	2,824,471	-	2,824,471	2,824,471	2,931,801
TOTAL CAPITAL OUTLAY	**$2,705,963**	**$2,824,471**	**-**	**$2,824,471**	**$2,824,471**	**$2,931,801**
EXPENDITURES						
8010 General Fund Cap Improve	2,718,093	2,824,471	-	2,824,471	2,824,471	2,931,801
REVERSIONS						
9900 Reversions						
8010 General Fund Cap Improve	(5,601)	-	-	-	-	-
ENDING BALANCE						
8010 General Fund Cap Improve	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	14,108,775	38,493,534	-	38,493,534	-	-
INTEREST EARNINGS						
0605 Interest Income						
3020 Other Funds Cap Construct	111,657	-	54,000	54,000	-	-
REVENUES						
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
3020 Other Funds Cap Construct	27,024	-	-	-	-	-
3160 Temporary Appointments						
3020 Other Funds Cap Construct	37,724	-	-	-	-	-
3170 Overtime Payments						
3020 Other Funds Cap Construct	13,454	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL SALARIES & WAGES						
3020 Other Funds Cap Construct	78,202	-	-	-	-	-
TOTAL SALARIES & WAGES	**$78,202**	**-**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
3020 Other Funds Cap Construct	7	-	-	-	-	-
3220 Public Employees' Retire Cont						
3020 Other Funds Cap Construct	5,273	-	-	-	-	-
3221 Pension Obligation Bond						
3020 Other Funds Cap Construct	2,090	-	-	-	-	-
3230 Social Security Taxes						
3020 Other Funds Cap Construct	5,967	-	-	-	-	-
3250 Worker's Comp. Assess. (WCD)						
3020 Other Funds Cap Construct	47	-	-	-	-	-
3260 Mass Transit Tax						
3020 Other Funds Cap Construct	79	-	-	-	-	-
3270 Flexible Benefits						
3020 Other Funds Cap Construct	5,493	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES						
3020 Other Funds Cap Construct	18,956	-	-	-	-	-

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
TOTAL OTHER PAYROLL EXPENSES	**$18,956**	**-**	**-**	**-**	**-**	**-**
TOTAL PERSONAL SERVICES						
3020 Other Funds Cap Construct	97,158	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$97,158**	**-**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4175 Office Expenses						
3020 Other Funds Cap Construct	272	-	-	-	-	-
4300 Professional Services						
3020 Other Funds Cap Construct	10,273	-	-	-	-	-
4650 Other Services and Supplies						
3020 Other Funds Cap Construct	25	-	-	-	-	-
TOTAL SERVICES & SUPPLIES						
3020 Other Funds Cap Construct	10,570	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$10,570**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
3020 Other Funds Cap Construct	10,795	-	-	-	-	-
5150 Telecommunications Equipment						
3020 Other Funds Cap Construct	702,231	12,200,000	-	12,200,000	-	-
5200 Technical Equipment						

DESCRIPTION	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Emergency Boards	2017-19 Leg Approved Budget	2019-21 Base Budget	2019-21 Current Service Level
3020 Other Funds Cap Construct	832,752	-	-	-	-	-
5250 Household and Institutional Equip.						
3020 Other Funds Cap Construct	54,302	-	-	-	-	-
5350 Industrial and Heavy Equipment						
3020 Other Funds Cap Construct	21,250	-	-	-	-	-
5550 Data Processing Software						
3020 Other Funds Cap Construct	10,389	-	-	-	-	-
5700 Building Structures						
3020 Other Funds Cap Construct	2,191,940	-	-	-	-	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	10,289,045	26,293,534	54,000	26,347,534	-	-
TOTAL CAPITAL OUTLAY						
3020 Other Funds Cap Construct	14,112,704	38,493,534	54,000	38,547,534	-	-
TOTAL CAPITAL OUTLAY	**$14,112,704**	**$38,493,534**	**$54,000**	**$38,547,534**	**-**	**-**
EXPENDITURES						
3020 Other Funds Cap Construct	14,220,432	38,493,534	54,000	38,547,534	-	-
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	15,350,917	-	15,350,917	-	15,350,917
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	1,678,304,036	51,799,859	1,730,103,895	157,404,041	1,887,507,936
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
All Funds	1,797,209,097	51,907,189	1,849,116,286	165,857,811	2,014,974,097
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	230,953	-	230,953	-	230,953
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	21,224,657	-	21,224,657	2,319,581	23,544,238
0415 Admin and Service Charges					
3400 Other Funds Ltd	1,285,032	-	1,285,032	-	1,285,032
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	22,509,689	-	22,509,689	2,319,581	24,829,270
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	746,326	-	746,326	-	746,326

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0510 Rents and Royalties					
3400 Other Funds Ltd	331,152	-	331,152	-	331,152
TOTAL FINES, RENTS AND ROYALTIES					
3400 Other Funds Ltd	1,077,478	-	1,077,478	-	1,077,478
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
3400 Other Funds Ltd	-	-	-	2,153,192	2,153,192
All Funds	-	-	-	132,400,000	132,400,000
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	33,446	-	33,446	-	33,446
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	2,328,305	-	2,328,305	-	2,328,305
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	81,567	-	81,567	-	81,567
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	397,365	-	397,365	-	397,365
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	478,932	-	478,932	-	478,932
OTHER					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0975 Other Revenues					
3400 Other Funds Ltd	4,270,365	-	4,270,365	-	4,270,365
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
6400 Federal Funds Ltd	4,533,582	-	4,533,582	-	4,533,582
All Funds	5,473,702	-	5,473,702	-	5,473,702
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	1,548,265	-	1,548,265	-	1,548,265
1050 Transfer In Other					
3400 Other Funds Ltd	4,727,007	-	4,727,007	-	4,727,007
1137 Tsfr From Justice, Dept of					
3400 Other Funds Ltd	26,000	-	26,000	-	26,000
1213 Tsfr From Criminal Justice Comm					
3400 Other Funds Ltd	552,735	-	552,735	-	552,735
1525 Tsfr From HECC					
3400 Other Funds Ltd	189,850	-	189,850	-	189,850
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	208,074	-	208,074	-	208,074
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	7,251,931	-	7,251,931	-	7,251,931
TOTAL REVENUES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	1,678,304,036	51,799,859	1,730,103,895	157,404,041	1,887,507,936
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
3400 Other Funds Ltd	38,181,099	-	38,181,099	4,472,773	42,653,872
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
6400 Federal Funds Ltd	4,533,582	-	4,533,582	-	4,533,582
TOTAL REVENUES	**$1,840,863,898**	**$51,907,189**	**$1,892,771,087**	**$300,577,392**	**$2,193,348,479**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(1,548,265)	-	(1,548,265)	-	(1,548,265)
AVAILABLE REVENUES					
8000 General Fund	1,678,304,036	51,799,859	1,730,103,895	157,404,041	1,887,507,936
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
3400 Other Funds Ltd	51,983,751	-	51,983,751	4,472,773	56,456,524
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
6400 Federal Funds Ltd	4,533,582	-	4,533,582	-	4,533,582
TOTAL AVAILABLE REVENUES	**$1,854,666,550**	**$51,907,189**	**$1,906,573,739**	**$300,577,392**	**$2,207,151,131**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	663,247,017	614,976	663,861,993	45,165,109	709,027,102
3400 Other Funds Ltd	7,614,314	-	7,614,314	1,571,544	9,185,858
All Funds	670,861,331	614,976	671,476,307	46,736,653	718,212,960
3160 Temporary Appointments					
8000 General Fund	570,760	21,689	592,449	-	592,449
3170 Overtime Payments					
8000 General Fund	19,153,933	1,551,467	20,705,400	1,694,805	22,400,205
3400 Other Funds Ltd	2,285,239	185,104	2,470,343	98,854	2,569,197
All Funds	21,439,172	1,736,571	23,175,743	1,793,659	24,969,402
3180 Shift Differential					
8000 General Fund	4,199,294	340,140	4,539,434	288,406	4,827,840
3400 Other Funds Ltd	12,174	984	13,158	11,123	24,281
All Funds	4,211,468	341,124	4,552,592	299,529	4,852,121
3190 All Other Differential					
8000 General Fund	24,242,198	1,963,616	26,205,814	2,106,890	28,312,704
3400 Other Funds Ltd	216,612	17,545	234,157	88,268	322,425
All Funds	24,458,810	1,981,161	26,439,971	2,195,158	28,635,129
TOTAL SALARIES & WAGES					
8000 General Fund	711,413,202	4,491,888	715,905,090	49,255,210	765,160,300
3400 Other Funds Ltd	10,128,339	203,633	10,331,972	1,769,789	12,101,761
TOTAL SALARIES & WAGES	**$721,541,541**	**$4,695,521**	**$726,237,062**	**$51,024,999**	**$777,262,061**
OTHER PAYROLL EXPENSES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	276,688	244	276,932	23,790	300,722
3400 Other Funds Ltd	3,543	-	3,543	854	4,397
All Funds	280,231	244	280,475	24,644	305,119
3220 Public Employees' Retire Cont					
8000 General Fund	156,599,090	984,779	157,583,869	10,850,959	168,434,828
3400 Other Funds Ltd	2,231,266	44,855	2,276,121	389,892	2,666,013
All Funds	158,830,356	1,029,634	159,859,990	11,240,851	171,100,841
3221 Pension Obligation Bond					
8000 General Fund	35,254,191	4,752,056	40,006,247	-	40,006,247
3400 Other Funds Ltd	488,719	82,112	570,831	-	570,831
All Funds	35,742,910	4,834,168	40,577,078	-	40,577,078
3230 Social Security Taxes					
8000 General Fund	53,865,014	343,622	54,208,636	3,760,688	57,969,324
3400 Other Funds Ltd	774,817	15,580	790,397	135,392	925,789
All Funds	54,639,831	359,202	54,999,033	3,896,080	58,895,113
3240 Unemployment Assessments					
8000 General Fund	341,908	14,099	356,007	88,664	444,671
3400 Other Funds Ltd	335	13	348	3,184	3,532
All Funds	342,243	14,112	356,355	91,848	448,203
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	263,145	232	263,377	22,620	285,997
3400 Other Funds Ltd	3,369	-	3,369	812	4,181

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	266,514	232	266,746	23,432	290,178
3260 Mass Transit Tax					
8000 General Fund	1,989,317	2,300,083	4,289,400	249,044	4,538,444
3400 Other Funds Ltd	48,908	13,083	61,991	6,211	68,202
All Funds	2,038,225	2,313,166	4,351,391	255,255	4,606,646
3270 Flexible Benefits					
8000 General Fund	159,204,433	140,736	159,345,169	12,842,160	172,187,329
3400 Other Funds Ltd	2,043,839	-	2,043,839	492,576	2,536,415
All Funds	161,248,272	140,736	161,389,008	13,334,736	174,723,744
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	407,793,786	8,535,851	416,329,637	27,837,925	444,167,562
3400 Other Funds Ltd	5,594,796	155,643	5,750,439	1,028,921	6,779,360
TOTAL OTHER PAYROLL EXPENSES	**$413,388,582**	**$8,691,494**	**$422,080,076**	**$28,866,846**	**$450,946,922**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(12,537,379)	6,152,585	(6,384,794)	-	(6,384,794)
3400 Other Funds Ltd	(423,884)	356,036	(67,848)	-	(67,848)
All Funds	(12,961,263)	6,508,621	(6,452,642)	-	(6,452,642)
TOTAL PERSONAL SERVICES					
8000 General Fund	1,106,669,609	19,180,324	1,125,849,933	77,093,135	1,202,943,068
3400 Other Funds Ltd	15,299,251	715,312	16,014,563	2,798,710	18,813,273
TOTAL PERSONAL SERVICES	**$1,121,968,860**	**$19,895,636**	**$1,141,864,496**	**$79,891,845**	**$1,221,756,341**
SERVICES & SUPPLIES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4100 Instate Travel					
8000 General Fund	2,839,475	90,702	2,930,177	714,714	3,644,891
3400 Other Funds Ltd	381,548	14,500	396,048	23,702	419,750
6400 Federal Funds Ltd	92,911	3,531	96,442	-	96,442
All Funds	3,313,934	108,733	3,422,667	738,416	4,161,083
4125 Out of State Travel					
8000 General Fund	161,807	6,149	167,956	-	167,956
3400 Other Funds Ltd	61,745	2,346	64,091	-	64,091
All Funds	223,552	8,495	232,047	-	232,047
4150 Employee Training					
8000 General Fund	983,264	42,995	1,026,259	1,461,673	2,487,932
3400 Other Funds Ltd	23,615	897	24,512	21,000	45,512
All Funds	1,006,879	43,892	1,050,771	1,482,673	2,533,444
4175 Office Expenses					
8000 General Fund	4,950,321	(183,228)	4,767,093	2,887,650	7,654,743
3400 Other Funds Ltd	329,097	12,506	341,603	109,508	451,111
All Funds	5,279,418	(170,722)	5,108,696	2,997,158	8,105,854
4200 Telecommunications					
8000 General Fund	4,963,258	187,995	5,151,253	-	5,151,253
3400 Other Funds Ltd	25,766	978	26,744	-	26,744
6400 Federal Funds Ltd	464,376	17,646	482,022	-	482,022
All Funds	5,453,400	206,619	5,660,019	-	5,660,019
4225 State Gov. Service Charges					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	37,299,783	11,882,632	49,182,415	-	49,182,415
4250 Data Processing					
8000 General Fund	5,230,453	230,667	5,461,120	2,885,441	8,346,561
3400 Other Funds Ltd	43,209	1,641	44,850	30,184	75,034
All Funds	5,273,662	232,308	5,505,970	2,915,625	8,421,595
4275 Publicity and Publications					
8000 General Fund	54,735	2,081	56,816	-	56,816
4300 Professional Services					
8000 General Fund	17,188,756	415,475	17,604,231	8,334,292	25,938,523
3400 Other Funds Ltd	3,447,194	144,781	3,591,975	-	3,591,975
6400 Federal Funds Ltd	442,186	18,572	460,758	-	460,758
All Funds	21,078,136	578,828	21,656,964	8,334,292	29,991,256
4315 IT Professional Services					
8000 General Fund	-	-	-	1,167,000	1,167,000
4325 Attorney General					
8000 General Fund	4,165,630	853,908	5,019,538	-	5,019,538
3400 Other Funds Ltd	8,773	1,766	10,539	-	10,539
All Funds	4,174,403	855,674	5,030,077	-	5,030,077
4375 Employee Recruitment and Develop					
8000 General Fund	190,599	7,245	197,844	-	197,844
3400 Other Funds Ltd	3,613	137	3,750	-	3,750
All Funds	194,212	7,382	201,594	-	201,594
4400 Dues and Subscriptions					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	26,206	997	27,203	-	27,203
3400 Other Funds Ltd	985	38	1,023	-	1,023
All Funds	27,191	1,035	28,226	-	28,226
4425 Facilities Rental and Taxes					
8000 General Fund	1,399,747	53,190	1,452,937	-	1,452,937
4450 Fuels and Utilities					
8000 General Fund	30,093,332	1,063,827	31,157,159	-	31,157,159
3400 Other Funds Ltd	148,988	5,662	154,650	-	154,650
All Funds	30,242,320	1,069,489	31,311,809	-	31,311,809
4475 Facilities Maintenance					
8000 General Fund	12,763,329	442,830	13,206,159	12,860,264	26,066,423
3400 Other Funds Ltd	709,901	26,976	736,877	-	736,877
All Funds	13,473,230	469,806	13,943,036	12,860,264	26,803,300
4500 Food and Kitchen Supplies					
8000 General Fund	27,134,415	963,464	28,097,879	-	28,097,879
3400 Other Funds Ltd	1,626,463	61,807	1,688,270	-	1,688,270
All Funds	28,760,878	1,025,271	29,786,149	-	29,786,149
4525 Medical Services and Supplies					
8000 General Fund	115,054,389	7,926,561	122,980,950	(9,662,083)	113,318,867
3400 Other Funds Ltd	7,437,708	(975,398)	6,462,310	-	6,462,310
6400 Federal Funds Ltd	3,353,513	140,847	3,494,360	-	3,494,360
All Funds	125,845,610	7,092,010	132,937,620	(9,662,083)	123,275,537
4550 Other Care of Residents and Patients					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	21,596,038	610,680	22,206,718	-	22,206,718
3400 Other Funds Ltd	4,849,900	184,296	5,034,196	-	5,034,196
All Funds	26,445,938	794,976	27,240,914	-	27,240,914
4575 Agency Program Related S and S					
8000 General Fund	94,722	(94,722)	-	282,163	282,163
4625 Other COP Costs					
8000 General Fund	114,989	-	114,989	-	114,989
3400 Other Funds Ltd	721,466	(721,466)	-	2,153,192	2,153,192
All Funds	836,455	(721,466)	114,989	2,153,192	2,268,181
4650 Other Services and Supplies					
8000 General Fund	4,138,469	117,450	4,255,919	482,504	4,738,423
3400 Other Funds Ltd	3,649,538	138,684	3,788,222	18,298	3,806,520
All Funds	7,788,007	256,134	8,044,141	500,802	8,544,943
4700 Expendable Prop 250 - 5000					
8000 General Fund	1,756,306	(102,852)	1,653,454	1,100,416	2,753,870
3400 Other Funds Ltd	198,888	995	199,883	13,124	213,007
All Funds	1,955,194	(101,857)	1,853,337	1,113,540	2,966,877
4715 IT Expendable Property					
8000 General Fund	730,653	(56,933)	673,720	6,000,530	6,674,250
3400 Other Funds Ltd	58,918	(3,303)	55,615	11,080	66,695
All Funds	789,571	(60,236)	729,335	6,011,610	6,740,945
TOTAL SERVICES & SUPPLIES					
8000 General Fund	292,930,676	24,461,113	317,391,789	28,514,564	345,906,353

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	23,727,315	(1,102,157)	22,625,158	2,380,088	25,005,246
6400 Federal Funds Ltd	4,352,986	180,596	4,533,582	-	4,533,582
TOTAL SERVICES & SUPPLIES	**$321,010,977**	**$23,539,552**	**$344,550,529**	**$30,894,652**	**$375,445,181**
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	64,718	2,459	67,177	-	67,177
5150 Telecommunications Equipment					
8000 General Fund	71,055	2,700	73,755	-	73,755
5200 Technical Equipment					
8000 General Fund	-	-	-	1,431,614	1,431,614
5250 Household and Institutional Equip.					
8000 General Fund	165,214	6,278	171,492	-	171,492
5350 Industrial and Heavy Equipment					
8000 General Fund	10,085	383	10,468	-	10,468
5400 Automotive and Aircraft					
8000 General Fund	708,788	(708,788)	-	-	-
5500 Recreational Equipment					
3400 Other Funds Ltd	30,715	1,167	31,882	-	31,882
5550 Data Processing Software					
8000 General Fund	20,773	789	21,562	-	21,562
3020 Other Funds Cap Construct	-	-	-	1,650,000	1,650,000
All Funds	20,773	789	21,562	1,650,000	1,671,562
5600 Data Processing Hardware					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	27,984	1,063	29,047	-	29,047
5650 Land Improvements					
8010 General Fund Cap Improve	2,769,115	105,226	2,874,341	-	2,874,341
5800 Professional Services					
8010 General Fund Cap Improve	55,356	2,104	57,460	-	57,460
3020 Other Funds Cap Construct	-	-	-	1,024,088	1,024,088
All Funds	55,356	2,104	57,460	1,024,088	1,081,548
5900 Other Capital Outlay					
8000 General Fund	1,213,216	(757,071)	456,145	-	456,145
3020 Other Funds Cap Construct	-	-	-	127,572,720	127,572,720
3400 Other Funds Ltd	562,905	(497,610)	65,295	-	65,295
All Funds	1,776,121	(1,254,681)	521,440	127,572,720	128,094,160
TOTAL CAPITAL OUTLAY					
8000 General Fund	2,281,833	(1,452,187)	829,646	1,431,614	2,261,260
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
3400 Other Funds Ltd	593,620	(496,443)	97,177	-	97,177
TOTAL CAPITAL OUTLAY	**$5,699,924**	**($1,841,300)**	**$3,858,624**	**$131,678,422**	**$135,537,046**
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	276,312,325	9,606,445	285,918,770	50,364,728	336,283,498
3400 Other Funds Ltd	5,513,820	209,526	5,723,346	-	5,723,346
All Funds	281,826,145	9,815,971	291,642,116	50,364,728	342,006,844

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
6035 Dist to Individuals					
8000 General Fund	100,664	3,825	104,489	-	104,489
6085 Other Special Payments					
8000 General Fund	8,929	339	9,268	-	9,268
TOTAL SPECIAL PAYMENTS					
8000 General Fund	276,421,918	9,610,609	286,032,527	50,364,728	336,397,255
3400 Other Funds Ltd	5,513,820	209,526	5,723,346	-	5,723,346
TOTAL SPECIAL PAYMENTS	**$281,935,738**	**$9,820,135**	**$291,755,873**	**$50,364,728**	**$342,120,601**
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	70,448,190	-	70,448,190	4,525,000	74,973,190
7150 Interest - Bonds					
8030 General Fund Debt Svc	26,229,440	-	26,229,440	3,928,770	30,158,210
7200 Principal - COP					
8030 General Fund Debt Svc	15,468,000	-	15,468,000	-	15,468,000
7250 Interest - COP					
8030 General Fund Debt Svc	3,934,960	-	3,934,960	-	3,934,960
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
All Funds	4,875,080	-	4,875,080	-	4,875,080
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
TOTAL DEBT SERVICE	**$117,020,710**	**-**	**$117,020,710**	**$8,453,770**	**$125,474,480**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL EXPENDITURES					
8000 General Fund	1,678,304,036	51,799,859	1,730,103,895	157,404,041	1,887,507,936
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
3400 Other Funds Ltd	45,134,006	(673,762)	44,460,244	5,178,798	49,639,042
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
6400 Federal Funds Ltd	4,352,986	180,596	4,533,582	-	4,533,582
TOTAL EXPENDITURES	**$1,847,636,209**	**$51,414,023**	**$1,899,050,232**	**$301,283,417**	**$2,200,333,649**
ENDING BALANCE					
3400 Other Funds Ltd	6,849,745	673,762	7,523,507	(706,025)	6,817,482
6400 Federal Funds Ltd	180,596	(180,596)	-	-	-
TOTAL ENDING BALANCE	**$7,030,341**	**$493,166**	**$7,523,507**	**($706,025)**	**$6,817,482**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	4,596	4	4,600	404	5,004
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	4,571.36	4.00	4,575.36	383.17	4,958.53

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	887,230,111	15,909,330	903,139,441	29,030,720	932,170,161
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	13,297,729	-	13,297,729	2,112,964	15,410,693
0415 Admin and Service Charges					
3400 Other Funds Ltd	1,285,032	-	1,285,032	-	1,285,032
TOTAL CHARGES FOR SERVICES					
3400 Other Funds Ltd	14,582,761	-	14,582,761	2,112,964	16,695,725
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	209,005	-	209,005	-	209,005
INTEREST EARNINGS					
0605 Interest Income					
3400 Other Funds Ltd	33,446	-	33,446	-	33,446
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	1,663,297	-	1,663,297	-	1,663,297
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	783,941	-	783,941	-	783,941

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	286,642	-	286,642	-	286,642
TOTAL REVENUES					
8000 General Fund	887,230,111	15,909,330	903,139,441	29,030,720	932,170,161
3400 Other Funds Ltd	17,559,092	-	17,559,092	2,112,964	19,672,056
TOTAL REVENUES	**$904,789,203**	**$15,909,330**	**$920,698,533**	**$31,143,684**	**$951,842,217**
AVAILABLE REVENUES					
8000 General Fund	887,230,111	15,909,330	903,139,441	29,030,720	932,170,161
3400 Other Funds Ltd	17,559,092	-	17,559,092	2,112,964	19,672,056
TOTAL AVAILABLE REVENUES	**$904,789,203**	**$15,909,330**	**$920,698,533**	**$31,143,684**	**$951,842,217**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	461,890,334	-	461,890,334	12,865,599	474,755,933
3400 Other Funds Ltd	2,880,642	-	2,880,642	1,059,504	3,940,146
All Funds	464,770,976	-	464,770,976	13,925,103	478,696,079
3170 Overtime Payments					
8000 General Fund	17,441,093	1,412,726	18,853,819	1,128,311	19,982,130
3400 Other Funds Ltd	2,260,408	183,093	2,443,501	92,918	2,536,419
All Funds	19,701,501	1,595,819	21,297,320	1,221,229	22,518,549
3180 Shift Differential					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	3,271,026	264,952	3,535,978	135,085	3,671,063
3400 Other Funds Ltd	12,174	984	13,158	11,123	24,281
All Funds	3,283,200	265,936	3,549,136	146,208	3,695,344
3190 All Other Differential					
8000 General Fund	20,702,395	1,676,890	22,379,285	945,626	23,324,911
3400 Other Funds Ltd	112,319	9,097	121,416	77,872	199,288
All Funds	20,814,714	1,685,987	22,500,701	1,023,498	23,524,199
TOTAL SALARIES & WAGES					
8000 General Fund	503,304,848	3,354,568	506,659,416	15,074,621	521,734,037
3400 Other Funds Ltd	5,265,543	193,174	5,458,717	1,241,417	6,700,134
TOTAL SALARIES & WAGES	**$508,570,391**	**$3,547,742**	**$512,118,133**	**$16,316,038**	**$528,434,171**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	201,966	-	201,966	7,808	209,774
3400 Other Funds Ltd	1,225	-	1,225	610	1,835
All Funds	203,191	-	203,191	8,418	211,609
3220 Public Employees' Retire Cont					
8000 General Fund	110,878,633	739,012	111,617,645	3,320,984	114,938,629
3400 Other Funds Ltd	1,159,999	42,553	1,202,552	273,492	1,476,044
All Funds	112,038,632	781,565	112,820,197	3,594,476	116,414,673
3221 Pension Obligation Bond					
8000 General Fund	24,614,604	3,751,065	28,365,669	-	28,365,669
3400 Other Funds Ltd	241,074	55,691	296,765	-	296,765

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	24,855,678	3,806,756	28,662,434	-	28,662,434
3230 Social Security Taxes					
8000 General Fund	38,484,388	256,618	38,741,006	1,153,220	39,894,226
3400 Other Funds Ltd	402,814	14,781	417,595	94,971	512,566
All Funds	38,887,202	271,399	39,158,601	1,248,191	40,406,792
3240 Unemployment Assessments					
8000 General Fund	241,990	9,196	251,186	27,136	278,322
3400 Other Funds Ltd	-	-	-	2,233	2,233
All Funds	241,990	9,196	251,186	29,369	280,555
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	192,033	-	192,033	7,424	199,457
3400 Other Funds Ltd	1,165	-	1,165	580	1,745
All Funds	193,198	-	193,198	8,004	201,202
3260 Mass Transit Tax					
8000 General Fund	1,128,233	1,911,672	3,039,905	43,963	3,083,868
3400 Other Funds Ltd	22,271	10,480	32,751	3,041	35,792
All Funds	1,150,504	1,922,152	3,072,656	47,004	3,119,660
3270 Flexible Benefits					
8000 General Fund	116,244,769	-	116,244,769	4,116,528	120,361,297
3400 Other Funds Ltd	706,847	-	706,847	351,840	1,058,687
All Funds	116,951,616	-	116,951,616	4,468,368	121,419,984
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	291,986,616	6,667,563	298,654,179	8,677,063	307,331,242

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	2,535,395	123,505	2,658,900	726,767	3,385,667
TOTAL OTHER PAYROLL EXPENSES	**$294,522,011**	**$6,791,068**	**$301,313,079**	**$9,403,830**	**$310,716,909**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(7,524,478)	3,070,912	(4,453,566)	-	(4,453,566)
3400 Other Funds Ltd	(121,381)	95,713	(25,668)	-	(25,668)
All Funds	(7,645,859)	3,166,625	(4,479,234)	-	(4,479,234)
TOTAL PERSONAL SERVICES					
8000 General Fund	787,766,986	13,093,043	800,860,029	23,751,684	824,611,713
3400 Other Funds Ltd	7,679,557	412,392	8,091,949	1,968,184	10,060,133
TOTAL PERSONAL SERVICES	**$795,446,543**	**$13,505,435**	**$808,951,978**	**$25,719,868**	**$834,671,846**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	1,890,968	75,422	1,966,390	201,553	2,167,943
3400 Other Funds Ltd	337,975	12,842	350,817	16,930	367,747
All Funds	2,228,943	88,264	2,317,207	218,483	2,535,690
4125 Out of State Travel					
8000 General Fund	117,496	4,465	121,961	-	121,961
3400 Other Funds Ltd	38,430	1,460	39,890	-	39,890
All Funds	155,926	5,925	161,851	-	161,851
4150 Employee Training					
8000 General Fund	436,671	19,754	456,425	181,214	637,639
3400 Other Funds Ltd	8,991	341	9,332	15,000	24,332

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	445,662	20,095	465,757	196,214	661,971
4175 Office Expenses					
8000 General Fund	1,746,068	77,985	1,824,053	931,211	2,755,264
3400 Other Funds Ltd	166,975	6,347	173,322	78,220	251,542
All Funds	1,913,043	84,332	1,997,375	1,009,431	3,006,806
4200 Telecommunications					
8000 General Fund	5,420	205	5,625	-	5,625
3400 Other Funds Ltd	25,680	975	26,655	-	26,655
All Funds	31,100	1,180	32,280	-	32,280
4250 Data Processing					
8000 General Fund	354,718	18,019	372,737	1,401,542	1,774,279
3400 Other Funds Ltd	32,396	1,231	33,627	21,560	55,187
All Funds	387,114	19,250	406,364	1,423,102	1,829,466
4275 Publicity and Publications					
8000 General Fund	7,737	295	8,032	-	8,032
4300 Professional Services					
8000 General Fund	704,700	24,766	729,466	806,335	1,535,801
4325 Attorney General					
8000 General Fund	996,399	200,675	1,197,074	-	1,197,074
3400 Other Funds Ltd	6,351	1,279	7,630	-	7,630
All Funds	1,002,750	201,954	1,204,704	-	1,204,704
4375 Employee Recruitment and Develop					
8000 General Fund	168,219	6,394	174,613	-	174,613

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	3,613	137	3,750	-	3,750
All Funds	171,832	6,531	178,363	-	178,363
4400 Dues and Subscriptions					
8000 General Fund	5,836	223	6,059	-	6,059
3400 Other Funds Ltd	439	17	456	-	456
All Funds	6,275	240	6,515	-	6,515
4450 Fuels and Utilities					
8000 General Fund	29,192,483	1,029,595	30,222,078	-	30,222,078
3400 Other Funds Ltd	23,209	882	24,091	-	24,091
All Funds	29,215,692	1,030,477	30,246,169	-	30,246,169
4475 Facilities Maintenance					
8000 General Fund	11,801,662	421,889	12,223,551	-	12,223,551
3400 Other Funds Ltd	342,866	13,029	355,895	-	355,895
All Funds	12,144,528	434,918	12,579,446	-	12,579,446
4500 Food and Kitchen Supplies					
8000 General Fund	27,129,111	963,263	28,092,374	-	28,092,374
3400 Other Funds Ltd	1,125,145	42,757	1,167,902	-	1,167,902
All Funds	28,254,256	1,006,020	29,260,276	-	29,260,276
4525 Medical Services and Supplies					
8000 General Fund	58,759	2,468	61,227	-	61,227
3400 Other Funds Ltd	6,639	279	6,918	-	6,918
All Funds	65,398	2,747	68,145	-	68,145
4550 Other Care of Residents and Patients					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	19,871,176	706,789	20,577,965	-	20,577,965
3400 Other Funds Ltd	2,700,596	102,622	2,803,218	-	2,803,218
All Funds	22,571,772	809,411	23,381,183	-	23,381,183
4575 Agency Program Related S and S					
8000 General Fund	94,722	(94,722)	-	-	-
4650 Other Services and Supplies					
8000 General Fund	2,607,956	86,808	2,694,764	155,597	2,850,361
3400 Other Funds Ltd	2,602,392	98,891	2,701,283	13,070	2,714,353
All Funds	5,210,348	185,699	5,396,047	168,667	5,564,714
4700 Expendable Prop 250 - 5000					
8000 General Fund	937,241	(32,357)	904,884	240,794	1,145,678
3400 Other Funds Ltd	157,386	5,981	163,367	-	163,367
All Funds	1,094,627	(26,376)	1,068,251	240,794	1,309,045
4715 IT Expendable Property					
8000 General Fund	187,549	(3,560)	183,989	74,790	258,779
3400 Other Funds Ltd	39,353	1,495	40,848	-	40,848
All Funds	226,902	(2,065)	224,837	74,790	299,627
TOTAL SERVICES & SUPPLIES					
8000 General Fund	98,314,891	3,508,376	101,823,267	3,993,036	105,816,303
3400 Other Funds Ltd	7,618,436	290,565	7,909,001	144,780	8,053,781
TOTAL SERVICES & SUPPLIES	**$105,933,327**	**$3,798,941**	**$109,732,268**	**$4,137,816**	**$113,870,084**
CAPITAL OUTLAY					
5200 Technical Equipment					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	-	-	-	1,286,000	1,286,000
5400 Automotive and Aircraft					
8000 General Fund	708,788	(708,788)	-	-	-
5900 Other Capital Outlay					
8000 General Fund	439,446	16,699	456,145	-	456,145
3400 Other Funds Ltd	62,905	2,390	65,295	-	65,295
All Funds	502,351	19,089	521,440	-	521,440
TOTAL CAPITAL OUTLAY					
8000 General Fund	1,148,234	(692,089)	456,145	1,286,000	1,742,145
3400 Other Funds Ltd	62,905	2,390	65,295	-	65,295
TOTAL CAPITAL OUTLAY	**$1,211,139**	**($689,699)**	**$521,440**	**$1,286,000**	**$1,807,440**
TOTAL EXPENDITURES					
8000 General Fund	887,230,111	15,909,330	903,139,441	29,030,720	932,170,161
3400 Other Funds Ltd	15,360,898	705,347	16,066,245	2,112,964	18,179,209
TOTAL EXPENDITURES	**$902,591,009**	**$16,614,677**	**$919,205,686**	**$31,143,684**	**$950,349,370**
ENDING BALANCE					
3400 Other Funds Ltd	2,198,194	(705,347)	1,492,847	-	1,492,847
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	3,331	-	3,331	138	3,469
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	3,320.34	-	3,320.34	129.05	3,449.39

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	3,415,236	-	3,415,236	-	3,415,236
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	91,224,554	13,611,086	104,835,640	4,427,686	109,263,326
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	48,276	-	48,276	-	48,276
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	3,476	-	3,476	206,617	210,093
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	2,725	-	2,725	-	2,725
BOND SALES					
0555 General Fund Obligation Bonds					
3400 Other Funds Ltd	-	-	-	2,153,192	2,153,192
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	15,659	-	15,659	-	15,659
OTHER					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0975 Other Revenues					
3400 Other Funds Ltd	615,135	-	615,135	-	615,135
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	1,039,222	-	1,039,222	-	1,039,222
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	87,967	-	87,967	-	87,967
TOTAL REVENUES					
8000 General Fund	91,224,554	13,611,086	104,835,640	4,427,686	109,263,326
3400 Other Funds Ltd	773,238	-	773,238	2,359,809	3,133,047
6400 Federal Funds Ltd	1,039,222	-	1,039,222	-	1,039,222
TOTAL REVENUES	**$93,037,014**	**$13,611,086**	**$106,648,100**	**$6,787,495**	**$113,435,595**
TRANSFERS OUT					
2010 Transfer Out - Intrafund					
3400 Other Funds Ltd	(1,548,265)	-	(1,548,265)	-	(1,548,265)
AVAILABLE REVENUES					
8000 General Fund	91,224,554	13,611,086	104,835,640	4,427,686	109,263,326
3400 Other Funds Ltd	2,640,209	-	2,640,209	2,359,809	5,000,018
6400 Federal Funds Ltd	1,039,222	-	1,039,222	-	1,039,222
TOTAL AVAILABLE REVENUES	**$94,903,985**	**$13,611,086**	**$108,515,071**	**$6,787,495**	**$115,302,566**
EXPENDITURES					
PERSONAL SERVICES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	25,812,186	157,008	25,969,194	1,577,016	27,546,210
3400 Other Funds Ltd	520,800	-	520,800	113,592	634,392
All Funds	26,332,986	157,008	26,489,994	1,690,608	28,180,602
3160 Temporary Appointments					
8000 General Fund	154,337	5,865	160,202	-	160,202
3170 Overtime Payments					
8000 General Fund	23,429	1,898	25,327	6,047	31,374
3400 Other Funds Ltd	-	-	-	477	477
All Funds	23,429	1,898	25,327	6,524	31,851
3190 All Other Differential					
8000 General Fund	170,484	13,809	184,293	19,154	203,447
3400 Other Funds Ltd	21,930	1,776	23,706	1,511	25,217
All Funds	192,414	15,585	207,999	20,665	228,664
TOTAL SALARIES & WAGES					
8000 General Fund	26,160,436	178,580	26,339,016	1,602,217	27,941,233
3400 Other Funds Ltd	542,730	1,776	544,506	115,580	660,086
TOTAL SALARIES & WAGES	**$26,703,166**	**$180,356**	**$26,883,522**	**$1,717,797**	**$28,601,319**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	10,004	61	10,065	732	10,797
3400 Other Funds Ltd	305	-	305	61	366

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	10,309	61	10,370	793	11,163
3220 Public Employees' Retire Cont					
8000 General Fund	5,729,131	38,049	5,767,180	352,967	6,120,147
3400 Other Funds Ltd	119,562	391	119,953	25,462	145,415
All Funds	5,848,693	38,440	5,887,133	378,429	6,265,562
3221 Pension Obligation Bond					
8000 General Fund	1,303,476	162,222	1,465,698	-	1,465,698
3400 Other Funds Ltd	20,442	10,146	30,588	-	30,588
All Funds	1,323,918	172,368	1,496,286	-	1,496,286
3230 Social Security Taxes					
8000 General Fund	1,985,623	13,661	1,999,284	122,569	2,121,853
3400 Other Funds Ltd	41,519	136	41,655	8,842	50,497
All Funds	2,027,142	13,797	2,040,939	131,411	2,172,350
3240 Unemployment Assessments					
8000 General Fund	31,864	1,494	33,358	2,884	36,242
3400 Other Funds Ltd	254	10	264	208	472
All Funds	32,118	1,504	33,622	3,092	36,714
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	9,570	58	9,628	696	10,324
3400 Other Funds Ltd	290	-	290	58	348
All Funds	9,860	58	9,918	754	10,672
3260 Mass Transit Tax					
8000 General Fund	135,960	22,074	158,034	9,613	167,647

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	2,978	289	3,267	693	3,960
All Funds	138,938	22,363	161,301	10,306	171,607
3270 Flexible Benefits					
8000 General Fund	5,770,176	35,184	5,805,360	422,208	6,227,568
3400 Other Funds Ltd	175,920	-	175,920	35,184	211,104
All Funds	5,946,096	35,184	5,981,280	457,392	6,438,672
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	14,975,804	272,803	15,248,607	911,669	16,160,276
3400 Other Funds Ltd	361,270	10,972	372,242	70,508	442,750
TOTAL OTHER PAYROLL EXPENSES	**$15,337,074**	**$283,775**	**$15,620,849**	**$982,177**	**$16,603,026**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(509,823)	260,937	(248,886)	-	(248,886)
3400 Other Funds Ltd	(31,332)	26,691	(4,641)	-	(4,641)
All Funds	(541,155)	287,628	(253,527)	-	(253,527)
TOTAL PERSONAL SERVICES					
8000 General Fund	40,626,417	712,320	41,338,737	2,513,886	43,852,623
3400 Other Funds Ltd	872,668	39,439	912,107	186,088	1,098,195
TOTAL PERSONAL SERVICES	**$41,499,085**	**$751,759**	**$42,250,844**	**$2,699,974**	**$44,950,818**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	130,847	4,971	135,818	20,316	156,134
3400 Other Funds Ltd	17,271	657	17,928	1,693	19,621

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
6400 Federal Funds Ltd	92,911	3,531	96,442	-	96,442
All Funds	241,029	9,159	250,188	22,009	272,197
4125 Out of State Travel					
8000 General Fund	18,877	717	19,594	-	19,594
3400 Other Funds Ltd	21,362	812	22,174	-	22,174
All Funds	40,239	1,529	41,768	-	41,768
4150 Employee Training					
8000 General Fund	153,597	5,839	159,436	78,375	237,811
3400 Other Funds Ltd	630	24	654	1,500	2,154
All Funds	154,227	5,863	160,090	79,875	239,965
4175 Office Expenses					
8000 General Fund	1,479,920	51,295	1,531,215	93,864	1,625,079
3400 Other Funds Ltd	26,131	992	27,123	7,822	34,945
All Funds	1,506,051	52,287	1,558,338	101,686	1,660,024
4200 Telecommunications					
8000 General Fund	2,557,336	97,179	2,654,515	-	2,654,515
6400 Federal Funds Ltd	464,376	17,646	482,022	-	482,022
All Funds	3,021,712	114,825	3,136,537	-	3,136,537
4225 State Gov. Service Charges					
8000 General Fund	37,299,783	11,882,632	49,182,415	-	49,182,415
4250 Data Processing					
8000 General Fund	3,835,164	145,737	3,980,901	305,872	4,286,773
3400 Other Funds Ltd	1,272	48	1,320	2,156	3,476

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	3,836,436	145,785	3,982,221	308,028	4,290,249
4275 Publicity and Publications					
8000 General Fund	38,623	1,468	40,091	-	40,091
4300 Professional Services					
8000 General Fund	310,459	13,038	323,497	699,300	1,022,797
6400 Federal Funds Ltd	442,186	18,572	460,758	-	460,758
All Funds	752,645	31,610	784,255	699,300	1,483,555
4315 IT Professional Services					
8000 General Fund	-	-	-	200,000	200,000
4325 Attorney General					
8000 General Fund	1,909,290	591,354	2,500,644	-	2,500,644
4375 Employee Recruitment and Develop					
8000 General Fund	2,946	112	3,058	-	3,058
4400 Dues and Subscriptions					
8000 General Fund	8,457	321	8,778	-	8,778
4425 Facilities Rental and Taxes					
8000 General Fund	1,399,747	53,190	1,452,937	-	1,452,937
4450 Fuels and Utilities					
8000 General Fund	185,855	7,062	192,917	-	192,917
4475 Facilities Maintenance					
8000 General Fund	8,965	340	9,305	-	9,305
4525 Medical Services and Supplies					
8000 General Fund	15,884	667	16,551	-	16,551

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4550 Other Care of Residents and Patients					
8000 General Fund	5,661	216	5,877	-	5,877
4575 Agency Program Related S and S					
8000 General Fund	-	-	-	282,163	282,163
4625 Other COP Costs					
8000 General Fund	114,989	-	114,989	-	114,989
3400 Other Funds Ltd	721,466	(721,466)	-	2,153,192	2,153,192
All Funds	836,455	(721,466)	114,989	2,153,192	2,268,181
4650 Other Services and Supplies					
8000 General Fund	832,727	31,644	864,371	15,684	880,055
3400 Other Funds Ltd	412,843	15,688	428,531	1,307	429,838
All Funds	1,245,570	47,332	1,292,902	16,991	1,309,893
4700 Expendable Prop 250 - 5000					
8000 General Fund	66,263	2,519	68,782	39,372	108,154
3400 Other Funds Ltd	6,322	(6,322)	-	3,281	3,281
All Funds	72,585	(3,803)	68,782	42,653	111,435
4715 IT Expendable Property					
8000 General Fund	48,436	1,842	50,278	33,240	83,518
3400 Other Funds Ltd	5,338	(5,338)	-	2,770	2,770
All Funds	53,774	(3,496)	50,278	36,010	86,288
TOTAL SERVICES & SUPPLIES					
8000 General Fund	50,423,826	12,892,143	63,315,969	1,768,186	65,084,155
3400 Other Funds Ltd	1,212,635	(714,905)	497,730	2,173,721	2,671,451

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
6400 Federal Funds Ltd	999,473	39,749	1,039,222	-	1,039,222
TOTAL SERVICES & SUPPLIES	**$52,635,934**	**$12,216,987**	**$64,852,921**	**$3,941,907**	**$68,794,828**
CAPITAL OUTLAY					
5100 Office Furniture and Fixtures					
8000 General Fund	64,718	2,459	67,177	-	67,177
5200 Technical Equipment					
8000 General Fund	-	-	-	145,614	145,614
5900 Other Capital Outlay					
3400 Other Funds Ltd	500,000	(500,000)	-	-	-
TOTAL CAPITAL OUTLAY					
8000 General Fund	64,718	2,459	67,177	145,614	212,791
3400 Other Funds Ltd	500,000	(500,000)	-	-	-
TOTAL CAPITAL OUTLAY	**$564,718**	**($497,541)**	**$67,177**	**$145,614**	**$212,791**
SPECIAL PAYMENTS					
6035 Dist to Individuals					
8000 General Fund	100,664	3,825	104,489	-	104,489
6085 Other Special Payments					
8000 General Fund	8,929	339	9,268	-	9,268
TOTAL SPECIAL PAYMENTS					
8000 General Fund	109,593	4,164	113,757	-	113,757
TOTAL EXPENDITURES					
8000 General Fund	91,224,554	13,611,086	104,835,640	4,427,686	109,263,326
3400 Other Funds Ltd	2,585,303	(1,175,466)	1,409,837	2,359,809	3,769,646

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
6400 Federal Funds Ltd	999,473	39,749	1,039,222	-	1,039,222
TOTAL EXPENDITURES	**$94,809,330**	**$12,475,369**	**$107,284,699**	**$6,787,495**	**$114,072,194**
ENDING BALANCE					
3400 Other Funds Ltd	54,906	1,175,466	1,230,372	-	1,230,372
6400 Federal Funds Ltd	39,749	(39,749)	-	-	-
TOTAL ENDING BALANCE	**$94,655**	**$1,135,717**	**$1,230,372**	**-**	**$1,230,372**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	170	1	171	13	184
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	169.09	1.00	170.09	13.00	183.09

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	4,507,666	-	4,507,666	-	4,507,666
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	60,916,409	252,040	61,168,449	49,449,401	110,617,850
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	5,714,624	-	5,714,624	-	5,714,624
FINES, RENTS AND ROYALTIES					
0510 Rents and Royalties					
3400 Other Funds Ltd	313,429	-	313,429	-	313,429
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	598,800	-	598,800	-	598,800
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	533,447	-	533,447	-	533,447
TOTAL REVENUES					
8000 General Fund	60,916,409	252,040	61,168,449	49,449,401	110,617,850
3400 Other Funds Ltd	7,160,300	-	7,160,300	-	7,160,300
TOTAL REVENUES	**$68,076,709**	**$252,040**	**$68,328,749**	**$49,449,401**	**$117,778,150**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
AVAILABLE REVENUES					
8000 General Fund	60,916,409	252,040	61,168,449	49,449,401	110,617,850
3400 Other Funds Ltd	11,667,966	-	11,667,966	-	11,667,966
TOTAL AVAILABLE REVENUES	**$72,584,375**	**$252,040**	**$72,836,415**	**$49,449,401**	**$122,285,816**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	33,766,728	-	33,766,728	15,747,672	49,514,400
3400 Other Funds Ltd	4,212,872	-	4,212,872	398,448	4,611,320
All Funds	37,979,600	-	37,979,600	16,146,120	54,125,720
3160 Temporary Appointments					
8000 General Fund	32,780	1,246	34,026	-	34,026
3170 Overtime Payments					
8000 General Fund	227,518	18,429	245,947	53,016	298,963
3400 Other Funds Ltd	24,831	2,011	26,842	5,459	32,301
All Funds	252,349	20,440	272,789	58,475	331,264
3190 All Other Differential					
8000 General Fund	220,506	17,861	238,367	210,836	449,203
3400 Other Funds Ltd	82,363	6,672	89,035	8,885	97,920
All Funds	302,869	24,533	327,402	219,721	547,123
TOTAL SALARIES & WAGES					
8000 General Fund	34,247,532	37,536	34,285,068	16,011,524	50,296,592

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	4,320,066	8,683	4,328,749	412,792	4,741,541
TOTAL SALARIES & WAGES	**$38,567,598**	**$46,219**	**$38,613,817**	**$16,424,316**	**$55,038,133**
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	12,810	-	12,810	6,893	19,703
3400 Other Funds Ltd	2,013	-	2,013	183	2,196
All Funds	14,823	-	14,823	7,076	21,899
3220 Public Employees' Retire Cont					
8000 General Fund	7,537,504	7,995	7,545,499	3,527,321	11,072,820
3400 Other Funds Ltd	951,705	1,911	953,616	90,938	1,044,554
All Funds	8,489,209	9,906	8,499,115	3,618,259	12,117,374
3221 Pension Obligation Bond					
8000 General Fund	1,851,532	76,803	1,928,335	-	1,928,335
3400 Other Funds Ltd	226,366	17,112	243,478	-	243,478
All Funds	2,077,898	93,915	2,171,813	-	2,171,813
3230 Social Security Taxes					
8000 General Fund	2,619,726	2,871	2,622,597	1,224,873	3,847,470
3400 Other Funds Ltd	330,484	663	331,147	31,579	362,726
All Funds	2,950,210	3,534	2,953,744	1,256,452	4,210,196
3240 Unemployment Assessments					
8000 General Fund	13,934	529	14,463	28,822	43,285
3400 Other Funds Ltd	81	3	84	743	827
All Funds	14,015	532	14,547	29,565	44,112

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	12,180	-	12,180	6,554	18,734
3400 Other Funds Ltd	1,914	-	1,914	174	2,088
All Funds	14,094	-	14,094	6,728	20,822
3260 Mass Transit Tax					
8000 General Fund	186,216	19,495	205,711	96,068	301,779
3400 Other Funds Ltd	23,572	2,401	25,973	2,477	28,450
All Funds	209,788	21,896	231,684	98,545	330,229
3270 Flexible Benefits					
8000 General Fund	7,388,640	-	7,388,640	3,975,792	11,364,432
3400 Other Funds Ltd	1,161,072	-	1,161,072	105,552	1,266,624
All Funds	8,549,712	-	8,549,712	4,081,344	12,631,056
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	19,622,542	107,693	19,730,235	8,866,323	28,596,558
3400 Other Funds Ltd	2,697,207	22,090	2,719,297	231,646	2,950,943
TOTAL OTHER PAYROLL EXPENSES	**$22,319,749**	**$129,783**	**$22,449,532**	**$9,097,969**	**$31,547,501**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(671,049)	345,463	(325,586)	-	(325,586)
3400 Other Funds Ltd	(256,680)	219,141	(37,539)	-	(37,539)
All Funds	(927,729)	564,604	(363,125)	-	(363,125)
TOTAL PERSONAL SERVICES					
8000 General Fund	53,199,025	490,692	53,689,717	24,877,847	78,567,564

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	6,760,593	249,914	7,010,507	644,438	7,654,945
TOTAL PERSONAL SERVICES	**$59,959,618**	**$740,606**	**$60,700,224**	**$25,522,285**	**$86,222,509**
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	283,435	10,770	294,205	281,017	575,222
3400 Other Funds Ltd	26,302	1,001	27,303	5,079	32,382
All Funds	309,737	11,771	321,508	286,096	607,604
4125 Out of State Travel					
8000 General Fund	5,081	192	5,273	-	5,273
4150 Employee Training					
8000 General Fund	220,793	8,389	229,182	1,014,404	1,243,586
3400 Other Funds Ltd	1,094	42	1,136	4,500	5,636
All Funds	221,887	8,431	230,318	1,018,904	1,249,222
4175 Office Expenses					
8000 General Fund	117,880	4,481	122,361	883,886	1,006,247
3400 Other Funds Ltd	118,532	4,504	123,036	23,466	146,502
All Funds	236,412	8,985	245,397	907,352	1,152,749
4200 Telecommunications					
8000 General Fund	2,037,830	77,437	2,115,267	-	2,115,267
4250 Data Processing					
8000 General Fund	849,191	26,027	875,218	908,269	1,783,487
3400 Other Funds Ltd	9,431	358	9,789	6,468	16,257
All Funds	858,622	26,385	885,007	914,737	1,799,744

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4275 Publicity and Publications					
8000 General Fund	4,493	171	4,664	-	4,664
4300 Professional Services					
8000 General Fund	470,309	19,752	490,061	1,625,260	2,115,321
4315 IT Professional Services					
8000 General Fund	-	-	-	967,000	967,000
4325 Attorney General					
8000 General Fund	682,103	301,535	983,638	-	983,638
3400 Other Funds Ltd	2,422	487	2,909	-	2,909
All Funds	684,525	302,022	986,547	-	986,547
4375 Employee Recruitment and Develop					
8000 General Fund	13,181	501	13,682	-	13,682
4400 Dues and Subscriptions					
8000 General Fund	9,867	375	10,242	-	10,242
3400 Other Funds Ltd	546	21	567	-	567
All Funds	10,413	396	10,809	-	10,809
4450 Fuels and Utilities					
8000 General Fund	714,994	27,170	742,164	-	742,164
3400 Other Funds Ltd	125,779	4,780	130,559	-	130,559
All Funds	840,773	31,950	872,723	-	872,723
4475 Facilities Maintenance					
8000 General Fund	834,140	31,698	865,838	12,860,264	13,726,102
3400 Other Funds Ltd	367,035	13,947	380,982	-	380,982

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	1,201,175	45,645	1,246,820	12,860,264	14,107,084
4500 Food and Kitchen Supplies					
8000 General Fund	4,985	189	5,174	-	5,174
3400 Other Funds Ltd	501,318	19,050	520,368	-	520,368
All Funds	506,303	19,239	525,542	-	525,542
4525 Medical Services and Supplies					
8000 General Fund	2,091	88	2,179	-	2,179
4550 Other Care of Residents and Patients					
8000 General Fund	35,031	1,331	36,362	-	36,362
3400 Other Funds Ltd	79,734	3,031	82,765	-	82,765
All Funds	114,765	4,362	119,127	-	119,127
4650 Other Services and Supplies					
8000 General Fund	328,319	12,476	340,795	147,691	488,486
3400 Other Funds Ltd	472,768	17,967	490,735	3,921	494,656
All Funds	801,087	30,443	831,530	151,612	983,142
4700 Expendable Prop 250 - 5000					
8000 General Fund	36,632	1,392	38,024	370,753	408,777
3400 Other Funds Ltd	10,877	413	11,290	9,843	21,133
All Funds	47,509	1,805	49,314	380,596	429,910
4715 IT Expendable Property					
8000 General Fund	-	1	1	5,513,010	5,513,011
3400 Other Funds Ltd	14,227	540	14,767	8,310	23,077
All Funds	14,227	541	14,768	5,521,320	5,536,088

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL SERVICES & SUPPLIES					
8000 General Fund	6,650,355	523,975	7,174,330	24,571,554	31,745,884
3400 Other Funds Ltd	1,730,065	66,141	1,796,206	61,587	1,857,793
TOTAL SERVICES & SUPPLIES	**$8,380,420**	**$590,116**	**$8,970,536**	**$24,633,141**	**$33,603,677**
CAPITAL OUTLAY					
5150 Telecommunications Equipment					
8000 General Fund	71,055	2,700	73,755	-	73,755
5250 Household and Institutional Equip.					
8000 General Fund	165,214	6,278	171,492	-	171,492
5350 Industrial and Heavy Equipment					
8000 General Fund	10,085	383	10,468	-	10,468
5550 Data Processing Software					
8000 General Fund	20,773	789	21,562	-	21,562
5600 Data Processing Hardware					
8000 General Fund	26,132	993	27,125	-	27,125
5900 Other Capital Outlay					
8000 General Fund	773,770	(773,770)	-	-	-
TOTAL CAPITAL OUTLAY					
8000 General Fund	1,067,029	(762,627)	304,402	-	304,402
TOTAL EXPENDITURES					
8000 General Fund	60,916,409	252,040	61,168,449	49,449,401	110,617,850
3400 Other Funds Ltd	8,490,658	316,055	8,806,713	706,025	9,512,738
TOTAL EXPENDITURES	**$69,407,067**	**$568,095**	**$69,975,162**	**$50,155,426**	**$120,130,588**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
ENDING BALANCE					
3400 Other Funds Ltd	3,177,308	(316,055)	2,861,253	(706,025)	2,155,228
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	244	-	244	116	360
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	243.16	-	243.16	116.00	359.16

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	379,725	-	379,725	-	379,725
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	294,836,265	9,911,870	304,748,135	50,948,669	355,696,804
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	1,391,004	-	1,391,004	-	1,391,004
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	214,354	-	214,354	-	214,354
0510 Rents and Royalties					
3400 Other Funds Ltd	17,723	-	17,723	-	17,723
TOTAL FINES, RENTS AND ROYALTIES					
3400 Other Funds Ltd	232,077	-	232,077	-	232,077
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	91	-	91	-	91
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	46,733	-	46,733	-	46,733

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
0910 Grants (Non-Fed)					
3400 Other Funds Ltd	397,365	-	397,365	-	397,365
TOTAL DONATIONS AND CONTRIBUTIONS					
3400 Other Funds Ltd	444,098	-	444,098	-	444,098
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	309,725	-	309,725	-	309,725
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	94,395	-	94,395	-	94,395
1050 Transfer In Other					
3400 Other Funds Ltd	4,727,007	-	4,727,007	-	4,727,007
1213 Tsfr From Criminal Justice Comm					
3400 Other Funds Ltd	552,735	-	552,735	-	552,735
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	5,374,137	-	5,374,137	-	5,374,137
TOTAL REVENUES					
8000 General Fund	294,836,265	9,911,870	304,748,135	50,948,669	355,696,804
3400 Other Funds Ltd	7,751,132	-	7,751,132	-	7,751,132
TOTAL REVENUES	**$302,587,397**	**$9,911,870**	**$312,499,267**	**$50,948,669**	**$363,447,936**
AVAILABLE REVENUES					
8000 General Fund	294,836,265	9,911,870	304,748,135	50,948,669	355,696,804
3400 Other Funds Ltd	8,130,857	-	8,130,857	-	8,130,857

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL AVAILABLE REVENUES	**$302,967,122**	**$9,911,870**	**$312,878,992**	**$50,948,669**	**$363,827,661**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	11,370,720	-	11,370,720	304,680	11,675,400
3170 Overtime Payments					
8000 General Fund	10,090	817	10,907	-	10,907
3190 All Other Differential					
8000 General Fund	274,788	22,258	297,046	14,533	311,579
TOTAL SALARIES & WAGES					
8000 General Fund	11,655,598	23,075	11,678,673	319,213	11,997,886
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	4,453	-	4,453	183	4,636
3220 Public Employees' Retire Cont					
8000 General Fund	2,567,726	5,084	2,572,810	70,323	2,643,133
3221 Pension Obligation Bond					
8000 General Fund	571,001	85,906	656,907	-	656,907
3400 Other Funds Ltd	837	(837)	-	-	-
All Funds	571,838	85,069	656,907	-	656,907
3230 Social Security Taxes					
8000 General Fund	889,372	1,765	891,137	24,419	915,556

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3240 Unemployment Assessments					
8000 General Fund	-	-	-	575	575
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	4,234	-	4,234	174	4,408
3260 Mass Transit Tax					
8000 General Fund	59,221	10,851	70,072	1,915	71,987
3400 Other Funds Ltd	87	(87)	-	-	-
All Funds	59,308	10,764	70,072	1,915	71,987
3270 Flexible Benefits					
8000 General Fund	2,568,432	-	2,568,432	105,552	2,673,984
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	6,664,439	103,606	6,768,045	203,141	6,971,186
3400 Other Funds Ltd	924	(924)	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$6,665,363**	**$102,682**	**$6,768,045**	**$203,141**	**$6,971,186**
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(227,973)	118,334	(109,639)	-	(109,639)
3400 Other Funds Ltd	(14,491)	14,491	-	-	-
All Funds	(242,464)	132,825	(109,639)	-	(109,639)
TOTAL PERSONAL SERVICES					
8000 General Fund	18,092,064	245,015	18,337,079	522,354	18,859,433
3400 Other Funds Ltd	(13,567)	13,567	-	-	-
TOTAL PERSONAL SERVICES	**$18,078,497**	**$258,582**	**$18,337,079**	**$522,354**	**$18,859,433**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	36,550	1,388	37,938	5,079	43,017
4125 Out of State Travel					
8000 General Fund	9,861	375	10,236	-	10,236
4150 Employee Training					
8000 General Fund	28,909	1,098	30,007	4,500	34,507
4175 Office Expenses					
8000 General Fund	88,818	3,375	92,193	23,466	115,659
4250 Data Processing					
8000 General Fund	46,962	1,785	48,747	6,468	55,215
4275 Publicity and Publications					
8000 General Fund	666	25	691	-	691
4300 Professional Services					
8000 General Fund	104,048	4,370	108,418	-	108,418
4325 Attorney General					
8000 General Fund	59,207	45,833	105,040	-	105,040
4375 Employee Recruitment and Develop					
8000 General Fund	690	26	716	-	716
4475 Facilities Maintenance					
8000 General Fund	9,358	356	9,714	-	9,714
4500 Food and Kitchen Supplies					
8000 General Fund	319	12	331	-	331

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
4550 Other Care of Residents and Patients					
8000 General Fund	1,558	59	1,617	-	1,617
3400 Other Funds Ltd	1,466,745	55,736	1,522,481	-	1,522,481
All Funds	1,468,303	55,795	1,524,098	-	1,524,098
4650 Other Services and Supplies					
8000 General Fund	30,417	1,156	31,573	3,921	35,494
3400 Other Funds Ltd	6,562	249	6,811	-	6,811
All Funds	36,979	1,405	38,384	3,921	42,305
4700 Expendable Prop 250 - 5000					
8000 General Fund	11,644	443	12,087	9,843	21,930
4715 IT Expendable Property					
8000 General Fund	1,017	39	1,056	8,310	9,366
TOTAL SERVICES & SUPPLIES					
8000 General Fund	430,024	60,340	490,364	61,587	551,951
3400 Other Funds Ltd	1,473,307	55,985	1,529,292	-	1,529,292
TOTAL SERVICES & SUPPLIES	**$1,903,331**	**$116,325**	**$2,019,656**	**$61,587**	**$2,081,243**
CAPITAL OUTLAY					
5600 Data Processing Hardware					
8000 General Fund	1,852	70	1,922	-	1,922
SPECIAL PAYMENTS					
6020 Dist to Counties					
8000 General Fund	276,312,325	9,606,445	285,918,770	50,364,728	336,283,498
3400 Other Funds Ltd	5,513,820	209,526	5,723,346	-	5,723,346

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
All Funds	281,826,145	9,815,971	291,642,116	50,364,728	342,006,844
TOTAL EXPENDITURES					
8000 General Fund	294,836,265	9,911,870	304,748,135	50,948,669	355,696,804
3400 Other Funds Ltd	6,973,560	279,078	7,252,638	-	7,252,638
TOTAL EXPENDITURES	**$301,809,825**	**$10,190,948**	**$312,000,773**	**$50,948,669**	**$362,949,442**
ENDING BALANCE					
3400 Other Funds Ltd	1,157,297	(279,078)	878,219	-	878,219
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	73	-	73	3	76
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	73.00	-	73.00	3.00	76.00

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	269,580,562	9,693,659	279,274,221	20,402,011	299,676,232
FEDERAL FUNDS AS OTHER FUNDS					
0355 Federal Revenues					
3400 Other Funds Ltd	182,677	-	182,677	-	182,677
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	31,232	-	31,232	-	31,232
FINES, RENTS AND ROYALTIES					
0505 Fines and Forfeitures					
3400 Other Funds Ltd	320,242	-	320,242	-	320,242
SALES INCOME					
0705 Sales Income					
3400 Other Funds Ltd	50,458	-	50,458	-	50,458
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	140,220	-	140,220	-	140,220
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6400 Federal Funds Ltd	3,494,360	-	3,494,360	-	3,494,360
TOTAL REVENUES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	269,580,562	9,693,659	279,274,221	20,402,011	299,676,232
3400 Other Funds Ltd	724,829	-	724,829	-	724,829
6400 Federal Funds Ltd	3,494,360	-	3,494,360	-	3,494,360
TOTAL REVENUES	**$273,799,751**	**$9,693,659**	**$283,493,410**	**$20,402,011**	**$303,895,421**
AVAILABLE REVENUES					
8000 General Fund	269,580,562	9,693,659	279,274,221	20,402,011	299,676,232
3400 Other Funds Ltd	724,829	-	724,829	-	724,829
6400 Federal Funds Ltd	3,494,360	-	3,494,360	-	3,494,360
TOTAL AVAILABLE REVENUES	**$273,799,751**	**$9,693,659**	**$283,493,410**	**$20,402,011**	**$303,895,421**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	101,602,369	-	101,602,369	13,568,326	115,170,695
3170 Overtime Payments					
8000 General Fund	1,256,262	101,758	1,358,020	497,956	1,855,976
3180 Shift Differential					
8000 General Fund	928,268	75,188	1,003,456	153,321	1,156,777
3190 All Other Differential					
8000 General Fund	2,691,182	217,986	2,909,168	894,153	3,803,321
TOTAL SALARIES & WAGES					
8000 General Fund	106,478,081	394,932	106,873,013	15,113,756	121,986,769
OTHER PAYROLL EXPENSES					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	34,828	-	34,828	7,625	42,453
3220 Public Employees' Retire Cont					
8000 General Fund	23,457,066	87,000	23,544,066	3,329,572	26,873,638
3221 Pension Obligation Bond					
8000 General Fund	5,497,402	447,485	5,944,887	-	5,944,887
3230 Social Security Taxes					
8000 General Fund	7,626,315	30,215	7,656,530	1,148,862	8,805,392
3240 Unemployment Assessments					
8000 General Fund	31,512	1,198	32,710	27,205	59,915
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	33,122	-	33,122	7,250	40,372
3260 Mass Transit Tax					
8000 General Fund	328,967	306,292	635,259	90,682	725,941
3270 Flexible Benefits					
8000 General Fund	19,949,328	-	19,949,328	3,905,424	23,854,752
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	56,958,540	872,190	57,830,730	8,516,620	66,347,350
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					
8000 General Fund	(1,996,951)	1,026,892	(970,059)	-	(970,059)
TOTAL PERSONAL SERVICES					
8000 General Fund	161,439,670	2,294,014	163,733,684	23,630,376	187,364,060

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	303,860	13,971	317,831	191,512	509,343
4150 Employee Training					
8000 General Fund	97,828	5,859	103,687	169,680	273,367
4175 Office Expenses					
8000 General Fund	735,059	39,129	774,188	884,825	1,659,013
4200 Telecommunications					
8000 General Fund	200,000	7,600	207,600	-	207,600
4250 Data Processing					
8000 General Fund	22,734	3,949	26,683	243,886	270,569
4300 Professional Services					
8000 General Fund	-	-	-	3,800,000	3,800,000
4375 Employee Recruitment and Develop					
8000 General Fund	3,939	150	4,089	-	4,089
4475 Facilities Maintenance					
8000 General Fund	88,360	3,358	91,718	-	91,718
4525 Medical Services and Supplies					
8000 General Fund	106,490,044	7,397,905	113,887,949	(9,422,491)	104,465,458
3400 Other Funds Ltd	667,029	48,026	715,055	-	715,055
6400 Federal Funds Ltd	3,353,513	140,847	3,494,360	-	3,494,360
All Funds	110,510,586	7,586,778	118,097,364	(9,422,491)	108,674,873
4650 Other Services and Supplies					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	51,151	3,815	54,966	147,848	202,814
4700 Expendable Prop 250 - 5000					
8000 General Fund	70,733	(41,620)	29,113	410,125	439,238
4715 IT Expendable Property					
8000 General Fund	77,184	(34,471)	42,713	346,250	388,963
TOTAL SERVICES & SUPPLIES					
8000 General Fund	108,140,892	7,399,645	115,540,537	(3,228,365)	112,312,172
3400 Other Funds Ltd	667,029	48,026	715,055	-	715,055
6400 Federal Funds Ltd	3,353,513	140,847	3,494,360	-	3,494,360
TOTAL SERVICES & SUPPLIES	**$112,161,434**	**$7,588,518**	**$119,749,952**	**($3,228,365)**	**$116,521,587**
TOTAL EXPENDITURES					
8000 General Fund	269,580,562	9,693,659	279,274,221	20,402,011	299,676,232
3400 Other Funds Ltd	667,029	48,026	715,055	-	715,055
6400 Federal Funds Ltd	3,353,513	140,847	3,494,360	-	3,494,360
TOTAL EXPENDITURES	**$273,601,104**	**$9,882,532**	**$283,483,636**	**$20,402,011**	**$303,885,647**
ENDING BALANCE					
3400 Other Funds Ltd	57,800	(48,026)	9,774	-	9,774
6400 Federal Funds Ltd	140,847	(140,847)	-	-	-
TOTAL ENDING BALANCE	**$198,647**	**($188,873)**	**$9,774**	**-**	**$9,774**
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	571	-	571	125	696
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	559.27	-	559.27	113.12	672.39

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
BEGINNING BALANCE					
0025 Beginning Balance					
3400 Other Funds Ltd	7,048,290	-	7,048,290	-	7,048,290
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8000 General Fund	74,516,135	2,421,874	76,938,009	3,145,554	80,083,563
CHARGES FOR SERVICES					
0410 Charges for Services					
3400 Other Funds Ltd	786,592	-	786,592	-	786,592
DONATIONS AND CONTRIBUTIONS					
0905 Donations					
3400 Other Funds Ltd	34,834	-	34,834	-	34,834
OTHER					
0975 Other Revenues					
3400 Other Funds Ltd	1,887,897	-	1,887,897	-	1,887,897
TRANSFERS IN					
1010 Transfer In - Intrafund					
3400 Other Funds Ltd	1,079,261	-	1,079,261	-	1,079,261
1137 Tsfr From Justice, Dept of					
3400 Other Funds Ltd	26,000	-	26,000	-	26,000
1525 Tsfr From HECC					
3400 Other Funds Ltd	189,850	-	189,850	-	189,850

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
1581 Tsfr From Education, Dept of					
3400 Other Funds Ltd	208,074	-	208,074	-	208,074
TOTAL TRANSFERS IN					
3400 Other Funds Ltd	1,503,185	-	1,503,185	-	1,503,185
TOTAL REVENUES					
8000 General Fund	74,516,135	2,421,874	76,938,009	3,145,554	80,083,563
3400 Other Funds Ltd	4,212,508	-	4,212,508	-	4,212,508
TOTAL REVENUES	**$78,728,643**	**$2,421,874**	**$81,150,517**	**$3,145,554**	**$84,296,071**
AVAILABLE REVENUES					
8000 General Fund	74,516,135	2,421,874	76,938,009	3,145,554	80,083,563
3400 Other Funds Ltd	11,260,798	-	11,260,798	-	11,260,798
TOTAL AVAILABLE REVENUES	**$85,776,933**	**$2,421,874**	**$88,198,807**	**$3,145,554**	**$91,344,361**
EXPENDITURES					
PERSONAL SERVICES					
SALARIES & WAGES					
3110 Class/Unclass Sal. and Per Diem					
8000 General Fund	28,804,680	457,968	29,262,648	1,101,816	30,364,464
3160 Temporary Appointments					
8000 General Fund	383,643	14,578	398,221	-	398,221
3170 Overtime Payments					
8000 General Fund	195,541	15,839	211,380	9,475	220,855
3190 All Other Differential					
8000 General Fund	182,843	14,812	197,655	22,588	220,243

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
TOTAL SALARIES & WAGES					
8000 General Fund	29,566,707	503,197	30,069,904	1,133,879	31,203,783
OTHER PAYROLL EXPENSES					
3210 Empl. Rel. Bd. Assessments					
8000 General Fund	12,627	183	12,810	549	13,359
3220 Public Employees' Retire Cont					
8000 General Fund	6,429,030	107,639	6,536,669	249,792	6,786,461
3221 Pension Obligation Bond					
8000 General Fund	1,416,176	228,575	1,644,751	-	1,644,751
3230 Social Security Taxes					
8000 General Fund	2,259,590	38,492	2,298,082	86,745	2,384,827
3240 Unemployment Assessments					
8000 General Fund	22,608	1,682	24,290	2,042	26,332
3250 Worker's Comp. Assess. (WCD)					
8000 General Fund	12,006	174	12,180	522	12,702
3260 Mass Transit Tax					
8000 General Fund	150,720	29,699	180,419	6,803	187,222
3270 Flexible Benefits					
8000 General Fund	7,283,088	105,552	7,388,640	316,656	7,705,296
TOTAL OTHER PAYROLL EXPENSES					
8000 General Fund	17,585,845	511,996	18,097,841	663,109	18,760,950
P.S. BUDGET ADJUSTMENTS					
3455 Vacancy Savings					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	(1,607,105)	1,330,047	(277,058)	-	(277,058)
TOTAL PERSONAL SERVICES					
8000 General Fund	45,545,447	2,345,240	47,890,687	1,796,988	49,687,675
SERVICES & SUPPLIES					
4100 Instate Travel					
8000 General Fund	193,815	(15,820)	177,995	15,237	193,232
4125 Out of State Travel					
8000 General Fund	10,492	400	10,892	-	10,892
3400 Other Funds Ltd	1,953	74	2,027	-	2,027
All Funds	12,445	474	12,919	-	12,919
4150 Employee Training					
8000 General Fund	45,466	2,056	47,522	13,500	61,022
3400 Other Funds Ltd	12,900	490	13,390	-	13,390
All Funds	58,366	2,546	60,912	13,500	74,412
4175 Office Expenses					
8000 General Fund	782,576	(359,493)	423,083	70,398	493,481
3400 Other Funds Ltd	17,459	663	18,122	-	18,122
All Funds	800,035	(358,830)	441,205	70,398	511,603
4200 Telecommunications					
8000 General Fund	162,672	5,574	168,246	-	168,246
3400 Other Funds Ltd	86	3	89	-	89
All Funds	162,758	5,577	168,335	-	168,335
4250 Data Processing					

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
8000 General Fund	121,684	35,150	156,834	19,404	176,238
3400 Other Funds Ltd	110	4	114	-	114
All Funds	121,794	35,154	156,948	19,404	176,352
4275 Publicity and Publications					
8000 General Fund	3,216	122	3,338	-	3,338
4300 Professional Services					
8000 General Fund	15,599,240	353,549	15,952,789	1,403,397	17,356,186
3400 Other Funds Ltd	3,447,194	144,781	3,591,975	-	3,591,975
All Funds	19,046,434	498,330	19,544,764	1,403,397	20,948,161
4325 Attorney General					
8000 General Fund	518,631	(285,489)	233,142	-	233,142
4375 Employee Recruitment and Develop					
8000 General Fund	1,624	62	1,686	-	1,686
4400 Dues and Subscriptions					
8000 General Fund	2,046	78	2,124	-	2,124
4475 Facilities Maintenance					
8000 General Fund	20,844	(14,811)	6,033	-	6,033
4525 Medical Services and Supplies					
8000 General Fund	8,487,611	525,433	9,013,044	(239,592)	8,773,452
3400 Other Funds Ltd	6,764,040	(1,023,703)	5,740,337	-	5,740,337
All Funds	15,251,651	(498,270)	14,753,381	(239,592)	14,513,789
4550 Other Care of Residents and Patients					
8000 General Fund	1,682,612	(97,715)	1,584,897	-	1,584,897

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
3400 Other Funds Ltd	602,825	22,907	625,732	-	625,732
All Funds	2,285,437	(74,808)	2,210,629	-	2,210,629
4650 Other Services and Supplies					
8000 General Fund	287,899	(18,449)	269,450	11,763	281,213
3400 Other Funds Ltd	154,973	5,889	160,862	-	160,862
All Funds	442,872	(12,560)	430,312	11,763	442,075
4700 Expendable Prop 250 - 5000					
8000 General Fund	633,793	(33,229)	600,564	29,529	630,093
3400 Other Funds Ltd	24,303	923	25,226	-	25,226
All Funds	658,096	(32,306)	625,790	29,529	655,319
4715 IT Expendable Property					
8000 General Fund	416,467	(20,784)	395,683	24,930	420,613
TOTAL SERVICES & SUPPLIES					
8000 General Fund	28,970,688	76,634	29,047,322	1,348,566	30,395,888
3400 Other Funds Ltd	11,025,843	(847,969)	10,177,874	-	10,177,874
TOTAL SERVICES & SUPPLIES	**$39,996,531**	**($771,335)**	**$39,225,196**	**$1,348,566**	**$40,573,762**
CAPITAL OUTLAY					
5500 Recreational Equipment					
3400 Other Funds Ltd	30,715	1,167	31,882	-	31,882
TOTAL EXPENDITURES					
8000 General Fund	74,516,135	2,421,874	76,938,009	3,145,554	80,083,563
3400 Other Funds Ltd	11,056,558	(846,802)	10,209,756	-	10,209,756
TOTAL EXPENDITURES	**$85,572,693**	**$1,575,072**	**$87,147,765**	**$3,145,554**	**$90,293,319**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
ENDING BALANCE					
3400 Other Funds Ltd	204,240	846,802	1,051,042	-	1,051,042
AUTHORIZED POSITIONS					
8150 Class/Unclass Positions	207	3	210	9	219
AUTHORIZED FTE					
8250 Class/Unclass FTE Positions	206.50	3.00	209.50	9.00	218.50

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
FEDERAL FUNDS REVENUE					
0995 Federal Funds					
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
TOTAL REVENUES					
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
TOTAL REVENUES	**$117,020,710**	**-**	**$117,020,710**	**$8,453,770**	**$125,474,480**
AVAILABLE REVENUES					
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
TOTAL AVAILABLE REVENUES	**$117,020,710**	**-**	**$117,020,710**	**$8,453,770**	**$125,474,480**
EXPENDITURES					
DEBT SERVICE					
7100 Principal - Bonds					
8030 General Fund Debt Svc	70,448,190	-	70,448,190	4,525,000	74,973,190
7150 Interest - Bonds					
8030 General Fund Debt Svc	26,229,440	-	26,229,440	3,928,770	30,158,210
7200 Principal - COP					
8030 General Fund Debt Svc	15,468,000	-	15,468,000	-	15,468,000

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
7250 Interest - COP					
8030 General Fund Debt Svc	3,934,960	-	3,934,960	-	3,934,960
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
All Funds	4,875,080	-	4,875,080	-	4,875,080
TOTAL DEBT SERVICE					
8030 General Fund Debt Svc	116,080,590	-	116,080,590	8,453,770	124,534,360
6230 Federal Funds Debt Svc NL	940,120	-	940,120	-	940,120
TOTAL DEBT SERVICE	**$117,020,710**	**-**	**$117,020,710**	**$8,453,770**	**$125,474,480**

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
GENERAL FUND APPROPRIATION					
0050 General Fund Appropriation					
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
AVAILABLE REVENUES					
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801
EXPENDITURES					
CAPITAL OUTLAY					
5650 Land Improvements					
8010 General Fund Cap Improve	2,769,115	105,226	2,874,341	-	2,874,341
5800 Professional Services					
8010 General Fund Cap Improve	55,356	2,104	57,460	-	57,460
TOTAL CAPITAL OUTLAY					
8010 General Fund Cap Improve	2,824,471	107,330	2,931,801	-	2,931,801

Description	2019-21 Base Budget	Essential Packages	2019-21 Current Service Level	Policy Packages	2019-21 Agency Request Audit
REVENUE CATEGORIES					
BOND SALES					
0555 General Fund Obligation Bonds					
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
AVAILABLE REVENUES					
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808
EXPENDITURES					
CAPITAL OUTLAY					
5550 Data Processing Software					
3020 Other Funds Cap Construct	-	-	-	1,650,000	1,650,000
5800 Professional Services					
3020 Other Funds Cap Construct	-	-	-	1,024,088	1,024,088
5900 Other Capital Outlay					
3020 Other Funds Cap Construct	-	-	-	127,572,720	127,572,720
TOTAL CAPITAL OUTLAY					
3020 Other Funds Cap Construct	-	-	-	130,246,808	130,246,808

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	51,799,859	18,236,815	51,214	(1,736,963)	32,866,392	460,216
8010 General Fund Cap Improve	107,330	-	-	-	107,330	-
All Funds	51,907,189	18,236,815	51,214	(1,736,963)	32,973,722	460,216
AVAILABLE REVENUES						
8000 General Fund	51,799,859	18,236,815	51,214	(1,736,963)	32,866,392	460,216
8010 General Fund Cap Improve	107,330	-	-	-	107,330	-
TOTAL AVAILABLE REVENUES	**$51,907,189**	**$18,236,815**	**$51,214**	**($1,736,963)**	**$32,973,722**	**$460,216**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	614,976	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	21,689	21,689	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,551,467	1,551,467	-	-	-	-
3400 Other Funds Ltd	185,104	185,104	-	-	-	-
All Funds	1,736,571	1,736,571	-	-	-	-
3180 Shift Differential						
8000 General Fund	340,140	340,140	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	984	984	-	-	-	-
All Funds	341,124	341,124	-	-	-	-
3190 All Other Differential						
8000 General Fund	1,963,616	1,963,616	-	-	-	-
3400 Other Funds Ltd	17,545	17,545	-	-	-	-
All Funds	1,981,161	1,981,161	-	-	-	-
SALARIES & WAGES						
8000 General Fund	4,491,888	3,876,912	-	-	-	-
3400 Other Funds Ltd	203,633	203,633	-	-	-	-
TOTAL SALARIES & WAGES	**$4,695,521**	**$4,080,545**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	244	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	984,779	849,300	-	-	-	-
3400 Other Funds Ltd	44,855	44,855	-	-	-	-
All Funds	1,029,634	894,155	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	4,752,056	4,752,056	-	-	-	-
3400 Other Funds Ltd	82,112	82,112	-	-	-	-
All Funds	4,834,168	4,834,168	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	343,622	296,577	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	15,580	15,580	-	-	-	-
All Funds	359,202	312,157	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	14,099	12,992	-	-	-	-
3400 Other Funds Ltd	13	13	-	-	-	-
All Funds	14,112	13,005	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	232	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	2,300,083	2,296,393	-	-	-	-
3400 Other Funds Ltd	13,083	13,083	-	-	-	-
All Funds	2,313,166	2,309,476	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	140,736	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	8,535,851	8,207,318	-	-	-	-
3400 Other Funds Ltd	155,643	155,643	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$8,691,494**	**$8,362,961**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	6,152,585	6,152,585	-	-	-	-
3400 Other Funds Ltd	356,036	356,036	-	-	-	-
All Funds	6,508,621	6,508,621	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
PERSONAL SERVICES						
8000 General Fund	19,180,324	18,236,815	-	-	-	-
3400 Other Funds Ltd	715,312	715,312	-	-	-	-
TOTAL PERSONAL SERVICES	**$19,895,636**	**$18,952,127**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	90,702	-	5,989	-	107,900	-
3400 Other Funds Ltd	14,500	-	-	-	14,500	-
6400 Federal Funds Ltd	3,531	-	-	-	3,531	-
All Funds	108,733	-	5,989	-	125,931	-
4125 Out of State Travel						
8000 General Fund	6,149	-	-	-	6,149	-
3400 Other Funds Ltd	2,346	-	-	-	2,346	-
All Funds	8,495	-	-	-	8,495	-
4150 Employee Training						
8000 General Fund	42,995	-	5,306	-	37,362	-
3400 Other Funds Ltd	897	-	-	-	897	-
All Funds	43,892	-	5,306	-	38,259	-
4175 Office Expenses						
8000 General Fund	(183,228)	-	27,670	-	188,106	-
3400 Other Funds Ltd	12,506	-	-	-	12,506	-
All Funds	(170,722)	-	27,670	-	200,612	-
4200 Telecommunications						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	187,995	-	-	-	188,603	-
3400 Other Funds Ltd	978	-	-	-	978	-
6400 Federal Funds Ltd	17,646	-	-	-	17,646	-
All Funds	206,619	-	-	-	207,227	-
4225 State Gov. Service Charges						
8000 General Fund	11,882,632	-	-	-	11,882,632	-
4250 Data Processing						
8000 General Fund	230,667	-	7,626	-	198,756	-
3400 Other Funds Ltd	1,641	-	-	-	1,641	-
All Funds	232,308	-	7,626	-	200,397	-
4275 Publicity and Publications						
8000 General Fund	2,081	-	-	-	2,081	-
4300 Professional Services						
8000 General Fund	415,475	-	-	-	721,928	-
3400 Other Funds Ltd	144,781	-	-	-	144,781	-
6400 Federal Funds Ltd	18,572	-	-	-	18,572	-
All Funds	578,828	-	-	-	885,281	-
4325 Attorney General						
8000 General Fund	853,908	-	-	-	838,958	-
3400 Other Funds Ltd	1,766	-	-	-	1,766	-
All Funds	855,674	-	-	-	840,724	-
4375 Employee Recruitment and Develop						
8000 General Fund	7,245	-	-	-	7,245	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	137	-	-	-	137	-
All Funds	7,382	-	-	-	7,382	-
4400 Dues and Subscriptions						
8000 General Fund	997	-	-	-	997	-
3400 Other Funds Ltd	38	-	-	-	38	-
All Funds	1,035	-	-	-	1,035	-
4425 Facilities Rental and Taxes						
8000 General Fund	53,190	-	-	-	53,190	-
4450 Fuels and Utilities						
8000 General Fund	1,063,827	-	-	-	1,143,548	-
3400 Other Funds Ltd	5,662	-	-	-	5,662	-
All Funds	1,069,489	-	-	-	1,149,210	-
4475 Facilities Maintenance						
8000 General Fund	442,830	-	-	-	485,009	-
3400 Other Funds Ltd	26,976	-	-	-	26,976	-
All Funds	469,806	-	-	-	511,985	-
4500 Food and Kitchen Supplies						
8000 General Fund	963,464	-	-	-	1,031,108	-
3400 Other Funds Ltd	61,807	-	-	-	61,807	-
All Funds	1,025,271	-	-	-	1,092,915	-
4525 Medical Services and Supplies						
8000 General Fund	7,926,561	-	-	-	4,372,067	460,216
3400 Other Funds Ltd	(975,398)	-	-	(1,500,000)	225,632	29,751

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
6400 Federal Funds Ltd	140,847	-	-	-	127,433	13,414
All Funds	7,092,010	-	-	(1,500,000)	4,725,132	503,381
4550 Other Care of Residents and Patients						
8000 General Fund	610,680	-	-	-	820,650	-
3400 Other Funds Ltd	184,296	-	-	-	184,296	-
All Funds	794,976	-	-	-	1,004,946	-
4575 Agency Program Related S and S						
8000 General Fund	(94,722)	-	-	(94,722)	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	(721,466)	-	-	(721,466)	-	-
4650 Other Services and Supplies						
8000 General Fund	117,450	-	4,623	(9,840)	156,889	-
3400 Other Funds Ltd	138,684	-	-	-	138,684	-
All Funds	256,134	-	4,623	(9,840)	295,573	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(102,852)	-	-	(103,511)	62,803	-
3400 Other Funds Ltd	995	-	-	(6,322)	7,317	-
All Funds	(101,857)	-	-	(109,833)	70,120	-
4715 IT Expendable Property						
8000 General Fund	(56,933)	-	-	(46,332)	26,008	-
3400 Other Funds Ltd	(3,303)	-	-	(5,338)	2,035	-
All Funds	(60,236)	-	-	(51,670)	28,043	-
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	24,461,113	-	51,214	(254,405)	22,331,989	460,216
3400 Other Funds Ltd	(1,102,157)	-	-	(2,233,126)	831,999	29,751
6400 Federal Funds Ltd	180,596	-	-	-	167,182	13,414
TOTAL SERVICES & SUPPLIES	**$23,539,552**	**-**	**$51,214**	**($2,487,531)**	**$23,331,170**	**$503,381**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	2,459	-	-	-	2,459	-
5150 Telecommunications Equipment						
8000 General Fund	2,700	-	-	-	2,700	-
5250 Household and Institutional Equip.						
8000 General Fund	6,278	-	-	-	6,278	-
5350 Industrial and Heavy Equipment						
8000 General Fund	383	-	-	-	383	-
5400 Automotive and Aircraft						
8000 General Fund	(708,788)	-	-	(708,788)	-	-
5500 Recreational Equipment						
3400 Other Funds Ltd	1,167	-	-	-	1,167	-
5550 Data Processing Software						
8000 General Fund	789	-	-	-	789	-
5600 Data Processing Hardware						
8000 General Fund	1,063	-	-	-	1,063	-
5650 Land Improvements						
8010 General Fund Cap Improve	105,226	-	-	-	105,226	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
5800 Professional Services						
8010 General Fund Cap Improve	2,104	-	-	-	2,104	-
5900 Other Capital Outlay						
8000 General Fund	(757,071)	-	-	(773,770)	16,699	-
3400 Other Funds Ltd	(497,610)	-	-	(500,000)	2,390	-
All Funds	(1,254,681)	-	-	(1,273,770)	19,089	-
CAPITAL OUTLAY						
8000 General Fund	(1,452,187)	-	-	(1,482,558)	30,371	-
8010 General Fund Cap Improve	107,330	-	-	-	107,330	-
3400 Other Funds Ltd	(496,443)	-	-	(500,000)	3,557	-
TOTAL CAPITAL OUTLAY	**($1,841,300)**	**-**	**-**	**($1,982,558)**	**$141,258**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	9,606,445	-	-	-	10,499,868	-
3400 Other Funds Ltd	209,526	-	-	-	209,526	-
All Funds	9,815,971	-	-	-	10,709,394	-
6035 Dist to Individuals						
8000 General Fund	3,825	-	-	-	3,825	-
6085 Other Special Payments						
8000 General Fund	339	-	-	-	339	-
SPECIAL PAYMENTS						
8000 General Fund	9,610,609	-	-	-	10,504,032	-
3400 Other Funds Ltd	209,526	-	-	-	209,526	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
TOTAL SPECIAL PAYMENTS	**$9,820,135**	**-**	**-**	**-**	**$10,713,558**	**-**
EXPENDITURES						
8000 General Fund	51,799,859	18,236,815	51,214	(1,736,963)	32,866,392	460,216
8010 General Fund Cap Improve	107,330	-	-	-	107,330	-
3400 Other Funds Ltd	(673,762)	715,312	-	(2,733,126)	1,045,082	29,751
6400 Federal Funds Ltd	180,596	-	-	-	167,182	13,414
TOTAL EXPENDITURES	**$51,414,023**	**$18,952,127**	**$51,214**	**($4,470,089)**	**$34,185,986**	**$503,381**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8010 General Fund Cap Improve	-	-	-	-	-	-
3400 Other Funds Ltd	673,762	(715,312)	-	2,733,126	(1,045,082)	(29,751)
6400 Federal Funds Ltd	(180,596)	-	-	-	(167,182)	(13,414)
TOTAL ENDING BALANCE	**$493,166**	**($715,312)**	**-**	**$2,733,126**	**($1,212,264)**	**($43,165)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	4	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	4.00	-	-	-	-	-

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,416,323	(1,494,138)	-			
AVAILABLE REVENUES						
8000 General Fund	3,416,323	(1,494,138)	-			
TOTAL AVAILABLE REVENUES	**$3,416,323**	**($1,494,138)**	**-**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	-	614,976			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	-	244			
3220 Public Employees Retire Cont						
8000 General Fund	-	-	135,479			
3230 Social Security Taxes						
8000 General Fund	-	-	47,045			
3240 Unemployment Assessments						
8000 General Fund	-	-	1,107			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	-	232			

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
3260 Mass Transit Tax						
8000 General Fund	-	-	3,690			
3270 Flexible Benefits						
8000 General Fund	-	-	140,736			
OTHER PAYROLL EXPENSES						
8000 General Fund	-	-	328,533			
TOTAL OTHER PAYROLL EXPENSES	**-**	**-**	**$328,533**			
PERSONAL SERVICES						
8000 General Fund	-	-	943,509			
TOTAL PERSONAL SERVICES	**-**	**-**	**$943,509**			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	-	(23,187)			
4150 Employee Training						
8000 General Fund	-	1,798	(1,471)			
4175 Office Expenses						
8000 General Fund	-	(14,004)	(385,000)			
4200 Telecommunications						
8000 General Fund	-	(608)	-			
4250 Data Processing						
8000 General Fund	-	26,039	(1,754)			
4300 Professional Services						

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
8000 General Fund	-	(87,605)	(218,848)			
4325 Attorney General						
8000 General Fund	-	14,950	-			
4450 Fuels and Utilities						
8000 General Fund	-	(79,721)	-			
4475 Facilities Maintenance						
8000 General Fund	-	(26,576)	(15,603)			
4500 Food and Kitchen Supplies						
8000 General Fund	-	(67,644)	-			
4525 Medical Services and Supplies						
8000 General Fund	3,416,323	(297,730)	(24,315)			
3400 Other Funds Ltd	269,219	-	-			
All Funds	3,685,542	(297,730)	(24,315)			
4550 Other Care of Residents and Patients						
8000 General Fund	-	(55,560)	(154,410)			
4650 Other Services and Supplies						
8000 General Fund	-	(9,222)	(25,000)			
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	(4,832)	(57,312)			
4715 IT Expendable Property						
8000 General Fund	-	-	(36,609)			
SERVICES & SUPPLIES						
8000 General Fund	3,416,323	(600,715)	(943,509)			

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00			
3400 Other Funds Ltd	269,219	-	-			
TOTAL SERVICES & SUPPLIES	**$3,685,542**	**($600,715)**	**($943,509)**			
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	(893,423)	-			
EXPENDITURES						
8000 General Fund	3,416,323	(1,494,138)	-			
3400 Other Funds Ltd	269,219	-	-			
TOTAL EXPENDITURES	**$3,685,542**	**($1,494,138)**	**-**			
ENDING BALANCE						
8000 General Fund	-	-	-			
3400 Other Funds Ltd	(269,219)	-	-			
TOTAL ENDING BALANCE	**($269,219)**	**-**	**-**			
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	-	4			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	-	4.00			

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	15,909,330	13,093,043	30,488	(884,471)	3,911,620	235
AVAILABLE REVENUES						
8000 General Fund	15,909,330	13,093,043	30,488	(884,471)	3,911,620	235
TOTAL AVAILABLE REVENUES	**$15,909,330**	**$13,093,043**	**$30,488**	**($884,471)**	**$3,911,620**	**$235**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	1,412,726	1,412,726	-	-	-	-
3400 Other Funds Ltd	183,093	183,093	-	-	-	-
All Funds	1,595,819	1,595,819	-	-	-	-
3180 Shift Differential						
8000 General Fund	264,952	264,952	-	-	-	-
3400 Other Funds Ltd	984	984	-	-	-	-
All Funds	265,936	265,936	-	-	-	-
3190 All Other Differential						
8000 General Fund	1,676,890	1,676,890	-	-	-	-
3400 Other Funds Ltd	9,097	9,097	-	-	-	-
All Funds	1,685,987	1,685,987	-	-	-	-
SALARIES & WAGES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	3,354,568	3,354,568	-	-	-	-
3400 Other Funds Ltd	193,174	193,174	-	-	-	-
TOTAL SALARIES & WAGES	**$3,547,742**	**$3,547,742**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	739,012	739,012	-	-	-	-
3400 Other Funds Ltd	42,553	42,553	-	-	-	-
All Funds	781,565	781,565	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	3,751,065	3,751,065	-	-	-	-
3400 Other Funds Ltd	55,691	55,691	-	-	-	-
All Funds	3,806,756	3,806,756	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	256,618	256,618	-	-	-	-
3400 Other Funds Ltd	14,781	14,781	-	-	-	-
All Funds	271,399	271,399	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	9,196	9,196	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	1,911,672	1,911,672	-	-	-	-
3400 Other Funds Ltd	10,480	10,480	-	-	-	-
All Funds	1,922,152	1,922,152	-	-	-	-
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	6,667,563	6,667,563	-	-	-	-
3400 Other Funds Ltd	123,505	123,505	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$6,791,068**	**$6,791,068**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	3,070,912	3,070,912	-	-	-	-
3400 Other Funds Ltd	95,713	95,713	-	-	-	-
All Funds	3,166,625	3,166,625	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	13,093,043	13,093,043	-	-	-	-
3400 Other Funds Ltd	412,392	412,392	-	-	-	-
TOTAL PERSONAL SERVICES	**$13,505,435**	**$13,505,435**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	75,422	-	3,565	-	71,857	-
3400 Other Funds Ltd	12,842	-	-	-	12,842	-
All Funds	88,264	-	3,565	-	84,699	-
4125 Out of State Travel						
8000 General Fund	4,465	-	-	-	4,465	-
3400 Other Funds Ltd	1,460	-	-	-	1,460	-
All Funds	5,925	-	-	-	5,925	-
4150 Employee Training						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
8000 General Fund	19,754	-	3,159	-	16,595	-
3400 Other Funds Ltd	341	-	-	-	341	-
All Funds	20,095	-	3,159	-	16,936	-
4175 Office Expenses						
8000 General Fund	77,985	-	16,472	-	66,345	-
3400 Other Funds Ltd	6,347	-	-	-	6,347	-
All Funds	84,332	-	16,472	-	72,692	-
4200 Telecommunications						
8000 General Fund	205	-	-	-	205	-
3400 Other Funds Ltd	975	-	-	-	975	-
All Funds	1,180	-	-	-	1,180	-
4250 Data Processing						
8000 General Fund	18,019	-	4,540	-	13,479	-
3400 Other Funds Ltd	1,231	-	-	-	1,231	-
All Funds	19,250	-	4,540	-	14,710	-
4275 Publicity and Publications						
8000 General Fund	295	-	-	-	295	-
4300 Professional Services						
8000 General Fund	24,766	-	-	-	29,598	-
4325 Attorney General						
8000 General Fund	200,675	-	-	-	200,675	-
3400 Other Funds Ltd	1,279	-	-	-	1,279	-
All Funds	201,954	-	-	-	201,954	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4375 Employee Recruitment and Develop						
8000 General Fund	6,394	-	-	-	6,394	-
3400 Other Funds Ltd	137	-	-	-	137	-
All Funds	6,531	-	-	-	6,531	-
4400 Dues and Subscriptions						
8000 General Fund	223	-	-	-	223	-
3400 Other Funds Ltd	17	-	-	-	17	-
All Funds	240	-	-	-	240	-
4450 Fuels and Utilities						
8000 General Fund	1,029,595	-	-	-	1,109,316	-
3400 Other Funds Ltd	882	-	-	-	882	-
All Funds	1,030,477	-	-	-	1,110,198	-
4475 Facilities Maintenance						
8000 General Fund	421,889	-	-	-	448,465	-
3400 Other Funds Ltd	13,029	-	-	-	13,029	-
All Funds	434,918	-	-	-	461,494	-
4500 Food and Kitchen Supplies						
8000 General Fund	963,263	-	-	-	1,030,907	-
3400 Other Funds Ltd	42,757	-	-	-	42,757	-
All Funds	1,006,020	-	-	-	1,073,664	-
4525 Medical Services and Supplies						
8000 General Fund	2,468	-	-	-	2,233	235
3400 Other Funds Ltd	279	-	-	-	252	27

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
All Funds	2,747	-	-	-	2,485	262
4550 Other Care of Residents and Patients						
8000 General Fund	706,789	-	-	-	755,105	-
3400 Other Funds Ltd	102,622	-	-	-	102,622	-
All Funds	809,411	-	-	-	857,727	-
4575 Agency Program Related S and S						
8000 General Fund	(94,722)	-	-	(94,722)	-	-
4650 Other Services and Supplies						
8000 General Fund	86,808	-	2,752	(9,840)	98,728	-
3400 Other Funds Ltd	98,891	-	-	-	98,891	-
All Funds	185,699	-	2,752	(9,840)	197,619	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(32,357)	-	-	(60,825)	33,300	-
3400 Other Funds Ltd	5,981	-	-	-	5,981	-
All Funds	(26,376)	-	-	(60,825)	39,281	-
4715 IT Expendable Property						
8000 General Fund	(3,560)	-	-	(10,296)	6,736	-
3400 Other Funds Ltd	1,495	-	-	-	1,495	-
All Funds	(2,065)	-	-	(10,296)	8,231	-
SERVICES & SUPPLIES						
8000 General Fund	3,508,376	-	30,488	(175,683)	3,894,921	235
3400 Other Funds Ltd	290,565	-	-	-	290,538	27
TOTAL SERVICES & SUPPLIES	**$3,798,941**	**-**	**$30,488**	**($175,683)**	**$4,185,459**	**$262**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
CAPITAL OUTLAY						
5400 Automotive and Aircraft						
8000 General Fund	(708,788)	-	-	(708,788)	-	-
5900 Other Capital Outlay						
8000 General Fund	16,699	-	-	-	16,699	-
3400 Other Funds Ltd	2,390	-	-	-	2,390	-
All Funds	19,089	-	-	-	19,089	-
CAPITAL OUTLAY						
8000 General Fund	(692,089)	-	-	(708,788)	16,699	-
3400 Other Funds Ltd	2,390	-	-	-	2,390	-
TOTAL CAPITAL OUTLAY	**($689,699)**	**-**	**-**	**($708,788)**	**$19,089**	**-**
EXPENDITURES						
8000 General Fund	15,909,330	13,093,043	30,488	(884,471)	3,911,620	235
3400 Other Funds Ltd	705,347	412,392	-	-	292,928	27
TOTAL EXPENDITURES	**$16,614,677**	**$13,505,435**	**$30,488**	**($884,471)**	**$4,204,548**	**$262**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(705,347)	(412,392)	-	-	(292,928)	(27)
TOTAL ENDING BALANCE	**($705,347)**	**($412,392)**	**-**	**-**	**($292,928)**	**($27)**

Description	Pkg: 040 Mandated Caseload Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(241,585)					
AVAILABLE REVENUES						
8000 General Fund	(241,585)					
TOTAL AVAILABLE REVENUES	**($241,585)**					
EXPENDITURES						
SERVICES & SUPPLIES						
4175 Office Expenses						
8000 General Fund	(4,832)					
4300 Professional Services						
8000 General Fund	(4,832)					
4450 Fuels and Utilities						
8000 General Fund	(79,721)					
4475 Facilities Maintenance						
8000 General Fund	(26,576)					
4500 Food and Kitchen Supplies						
8000 General Fund	(67,644)					
4550 Other Care of Residents and Patients						
8000 General Fund	(48,316)					
4650 Other Services and Supplies						
8000 General Fund	(4,832)					

Description	Pkg: 040 Mandated Caseload Priority: 00					
4700 Expendable Prop 250 - 5000						
8000 General Fund	(4,832)					
SERVICES & SUPPLIES						
8000 General Fund	(241,585)					
TOTAL SERVICES & SUPPLIES	**($241,585)**					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	13,611,086	472,184	-	12,696,820	64	(4,941)
AVAILABLE REVENUES						
8000 General Fund	13,611,086	472,184	-	12,696,820	64	(4,941)
TOTAL AVAILABLE REVENUES	**$13,611,086**	**$472,184**	**-**	**$12,696,820**	**$64**	**($4,941)**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	157,008	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	5,865	5,865	-	-	-	-
3170 Overtime Payments						
8000 General Fund	1,898	1,898	-	-	-	-
3190 All Other Differential						
8000 General Fund	13,809	13,809	-	-	-	-
3400 Other Funds Ltd	1,776	1,776	-	-	-	-
All Funds	15,585	15,585	-	-	-	-
SALARIES & WAGES						
8000 General Fund	178,580	21,572	-	-	-	-
3400 Other Funds Ltd	1,776	1,776	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL SALARIES & WAGES	**$180,356**	**$23,348**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	61	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	38,049	3,460	-	-	-	-
3400 Other Funds Ltd	391	391	-	-	-	-
All Funds	38,440	3,851	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	162,222	162,222	-	-	-	-
3400 Other Funds Ltd	10,146	10,146	-	-	-	-
All Funds	172,368	172,368	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	13,661	1,650	-	-	-	-
3400 Other Funds Ltd	136	136	-	-	-	-
All Funds	13,797	1,786	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,494	1,211	-	-	-	-
3400 Other Funds Ltd	10	10	-	-	-	-
All Funds	1,504	1,221	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	58	-	-	-	-	-
3260 Mass Transit Tax						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	22,074	21,132	-	-	-	-
3400 Other Funds Ltd	289	289	-	-	-	-
All Funds	22,363	21,421	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	35,184	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	272,803	189,675	-	-	-	-
3400 Other Funds Ltd	10,972	10,972	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$283,775**	**$200,647**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	260,937	260,937	-	-	-	-
3400 Other Funds Ltd	26,691	26,691	-	-	-	-
All Funds	287,628	287,628	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	712,320	472,184	-	-	-	-
3400 Other Funds Ltd	39,439	39,439	-	-	-	-
TOTAL PERSONAL SERVICES	**$751,759**	**$511,623**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	4,971	-	-	4,971	-	-
3400 Other Funds Ltd	657	-	-	657	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
6400 Federal Funds Ltd	3,531	-	-	3,531	-	-
All Funds	9,159	-	-	9,159	-	-
4125 Out of State Travel						
8000 General Fund	717	-	-	717	-	-
3400 Other Funds Ltd	812	-	-	812	-	-
All Funds	1,529	-	-	1,529	-	-
4150 Employee Training						
8000 General Fund	5,839	-	-	5,839	-	-
3400 Other Funds Ltd	24	-	-	24	-	-
All Funds	5,863	-	-	5,863	-	-
4175 Office Expenses						
8000 General Fund	51,295	-	-	56,236	-	(4,941)
3400 Other Funds Ltd	992	-	-	992	-	-
All Funds	52,287	-	-	57,228	-	(4,941)
4200 Telecommunications						
8000 General Fund	97,179	-	-	97,179	-	-
6400 Federal Funds Ltd	17,646	-	-	17,646	-	-
All Funds	114,825	-	-	114,825	-	-
4225 State Gov. Service Charges						
8000 General Fund	11,882,632	-	-	11,882,632	-	-
4250 Data Processing						
8000 General Fund	145,737	-	-	145,737	-	-
3400 Other Funds Ltd	48	-	-	48	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	145,785	-	-	145,785	-	-
4275 Publicity and Publications						
8000 General Fund	1,468	-	-	1,468	-	-
4300 Professional Services						
8000 General Fund	13,038	-	-	13,038	-	-
6400 Federal Funds Ltd	18,572	-	-	18,572	-	-
All Funds	31,610	-	-	31,610	-	-
4325 Attorney General						
8000 General Fund	591,354	-	-	384,531	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	112	-	-	112	-	-
4400 Dues and Subscriptions						
8000 General Fund	321	-	-	321	-	-
4425 Facilities Rental and Taxes						
8000 General Fund	53,190	-	-	53,190	-	-
4450 Fuels and Utilities						
8000 General Fund	7,062	-	-	7,062	-	-
4475 Facilities Maintenance						
8000 General Fund	340	-	-	340	-	-
4525 Medical Services and Supplies						
8000 General Fund	667	-	-	603	64	-
4550 Other Care of Residents and Patients						
8000 General Fund	216	-	-	216	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
4625 Other COP Costs						
3400 Other Funds Ltd	(721,466)	-	(721,466)	-	-	-
4650 Other Services and Supplies						
8000 General Fund	31,644	-	-	31,644	-	-
3400 Other Funds Ltd	15,688	-	-	15,688	-	-
All Funds	47,332	-	-	47,332	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	2,519	-	-	2,519	-	-
3400 Other Funds Ltd	(6,322)	-	(6,322)	-	-	-
All Funds	(3,803)	-	(6,322)	2,519	-	-
4715 IT Expendable Property						
8000 General Fund	1,842	-	-	1,842	-	-
3400 Other Funds Ltd	(5,338)	-	(5,338)	-	-	-
All Funds	(3,496)	-	(5,338)	1,842	-	-
SERVICES & SUPPLIES						
8000 General Fund	12,892,143	-	-	12,690,197	64	(4,941)
3400 Other Funds Ltd	(714,905)	-	(733,126)	18,221	-	-
6400 Federal Funds Ltd	39,749	-	-	39,749	-	-
TOTAL SERVICES & SUPPLIES	**$12,216,987**	**-**	**($733,126)**	**$12,748,167**	**$64**	**($4,941)**
CAPITAL OUTLAY						
5100 Office Furniture and Fixtures						
8000 General Fund	2,459	-	-	2,459	-	-
5900 Other Capital Outlay						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	(500,000)	-	(500,000)	-	-	-
CAPITAL OUTLAY						
8000 General Fund	2,459	-	-	2,459	-	-
3400 Other Funds Ltd	(500,000)	-	(500,000)	-	-	-
TOTAL CAPITAL OUTLAY	**($497,541)**	**-**	**($500,000)**	**$2,459**	**-**	**-**
SPECIAL PAYMENTS						
6035 Dist to Individuals						
8000 General Fund	3,825	-	-	3,825	-	-
6085 Other Special Payments						
8000 General Fund	339	-	-	339	-	-
SPECIAL PAYMENTS						
8000 General Fund	4,164	-	-	4,164	-	-
TOTAL SPECIAL PAYMENTS	**$4,164**	**-**	**-**	**$4,164**	**-**	**-**
EXPENDITURES						
8000 General Fund	13,611,086	472,184	-	12,696,820	64	(4,941)
3400 Other Funds Ltd	(1,175,466)	39,439	(1,233,126)	18,221	-	-
6400 Federal Funds Ltd	39,749	-	-	39,749	-	-
TOTAL EXPENDITURES	**$12,475,369**	**$511,623**	**($1,233,126)**	**$12,754,790**	**$64**	**($4,941)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	1,175,466	(39,439)	1,233,126	(18,221)	-	-
6400 Federal Funds Ltd	(39,749)	-	-	(39,749)	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL ENDING BALANCE	**$1,135,717**	**($39,439)**	**$1,233,126**	**($57,970)**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	1.00	-	-	-	-	-

Description	Pkg: 060 Technical Adjustments Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	446,959					
AVAILABLE REVENUES						
8000 General Fund	446,959					
TOTAL AVAILABLE REVENUES	**$446,959**					
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	157,008					
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	61					
3220 Public Employees Retire Cont						
8000 General Fund	34,589					
3230 Social Security Taxes						
8000 General Fund	12,011					
3240 Unemployment Assessments						
8000 General Fund	283					
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	58					

Description	Pkg: 060 Technical Adjustments Priority: 00					
3260 Mass Transit Tax						
8000 General Fund	942					
3270 Flexible Benefits						
8000 General Fund	35,184					
OTHER PAYROLL EXPENSES						
8000 General Fund	83,128					
TOTAL OTHER PAYROLL EXPENSES	**$83,128**					
PERSONAL SERVICES						
8000 General Fund	240,136					
TOTAL PERSONAL SERVICES	**$240,136**					
SERVICES & SUPPLIES						
4325 Attorney General						
8000 General Fund	206,823					
EXPENDITURES						
8000 General Fund	446,959					
TOTAL EXPENDITURES	**$446,959**					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	1					
AUTHORIZED FTE						

Description	Pkg: 060 Technical Adjustments Priority: 00					
8250 Class/Unclass FTE Positions	1.00					

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	252,040	490,692	(773,770)	377,190	9	(6,241)
AVAILABLE REVENUES						
8000 General Fund	252,040	490,692	(773,770)	377,190	9	(6,241)
TOTAL AVAILABLE REVENUES	**$252,040**	**$490,692**	**($773,770)**	**$377,190**	**$9**	**($6,241)**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3160 Temporary Appointments						
8000 General Fund	1,246	1,246	-	-	-	-
3170 Overtime Payments						
8000 General Fund	18,429	18,429	-	-	-	-
3400 Other Funds Ltd	2,011	2,011	-	-	-	-
All Funds	20,440	20,440	-	-	-	-
3190 All Other Differential						
8000 General Fund	17,861	17,861	-	-	-	-
3400 Other Funds Ltd	6,672	6,672	-	-	-	-
All Funds	24,533	24,533	-	-	-	-
SALARIES & WAGES						
8000 General Fund	37,536	37,536	-	-	-	-
3400 Other Funds Ltd	8,683	8,683	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
TOTAL SALARIES & WAGES	**$46,219**	**$46,219**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	7,995	7,995	-	-	-	-
3400 Other Funds Ltd	1,911	1,911	-	-	-	-
All Funds	9,906	9,906	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	76,803	76,803	-	-	-	-
3400 Other Funds Ltd	17,112	17,112	-	-	-	-
All Funds	93,915	93,915	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	2,871	2,871	-	-	-	-
3400 Other Funds Ltd	663	663	-	-	-	-
All Funds	3,534	3,534	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	529	529	-	-	-	-
3400 Other Funds Ltd	3	3	-	-	-	-
All Funds	532	532	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	19,495	19,495	-	-	-	-
3400 Other Funds Ltd	2,401	2,401	-	-	-	-
All Funds	21,896	21,896	-	-	-	-
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	107,693	107,693	-	-	-	-
3400 Other Funds Ltd	22,090	22,090	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$129,783**	**$129,783**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	345,463	345,463	-	-	-	-
3400 Other Funds Ltd	219,141	219,141	-	-	-	-
All Funds	564,604	564,604	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	490,692	490,692	-	-	-	-
3400 Other Funds Ltd	249,914	249,914	-	-	-	-
TOTAL PERSONAL SERVICES	**$740,606**	**$740,606**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	10,770	-	-	10,770	-	-
3400 Other Funds Ltd	1,001	-	-	1,001	-	-
All Funds	11,771	-	-	11,771	-	-
4125 Out of State Travel						
8000 General Fund	192	-	-	192	-	-
4150 Employee Training						
8000 General Fund	8,389	-	-	8,389	-	-
3400 Other Funds Ltd	42	-	-	42	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	8,431	-	-	8,431	-	-
4175 Office Expenses						
8000 General Fund	4,481	-	-	4,481	-	-
3400 Other Funds Ltd	4,504	-	-	4,504	-	-
All Funds	8,985	-	-	8,985	-	-
4200 Telecommunications						
8000 General Fund	77,437	-	-	77,437	-	-
4250 Data Processing						
8000 General Fund	26,027	-	-	32,268	-	(6,241)
3400 Other Funds Ltd	358	-	-	358	-	-
All Funds	26,385	-	-	32,626	-	(6,241)
4275 Publicity and Publications						
8000 General Fund	171	-	-	171	-	-
4300 Professional Services						
8000 General Fund	19,752	-	-	19,752	-	-
4325 Attorney General						
8000 General Fund	301,535	-	-	137,375	-	-
3400 Other Funds Ltd	487	-	-	487	-	-
All Funds	302,022	-	-	137,862	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	501	-	-	501	-	-
4400 Dues and Subscriptions						
8000 General Fund	375	-	-	375	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
3400 Other Funds Ltd	21	-	-	21	-	-
All Funds	396	-	-	396	-	-
4450 Fuels and Utilities						
8000 General Fund	27,170	-	-	27,170	-	-
3400 Other Funds Ltd	4,780	-	-	4,780	-	-
All Funds	31,950	-	-	31,950	-	-
4475 Facilities Maintenance						
8000 General Fund	31,698	-	-	31,698	-	-
3400 Other Funds Ltd	13,947	-	-	13,947	-	-
All Funds	45,645	-	-	45,645	-	-
4500 Food and Kitchen Supplies						
8000 General Fund	189	-	-	189	-	-
3400 Other Funds Ltd	19,050	-	-	19,050	-	-
All Funds	19,239	-	-	19,239	-	-
4525 Medical Services and Supplies						
8000 General Fund	88	-	-	79	9	-
4550 Other Care of Residents and Patients						
8000 General Fund	1,331	-	-	1,331	-	-
3400 Other Funds Ltd	3,031	-	-	3,031	-	-
All Funds	4,362	-	-	4,362	-	-
4650 Other Services and Supplies						
8000 General Fund	12,476	-	-	12,476	-	-
3400 Other Funds Ltd	17,967	-	-	17,967	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
All Funds	30,443	-	-	30,443	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,392	-	-	1,392	-	-
3400 Other Funds Ltd	413	-	-	413	-	-
All Funds	1,805	-	-	1,805	-	-
4715 IT Expendable Property						
8000 General Fund	1	-	-	1	-	-
3400 Other Funds Ltd	540	-	-	540	-	-
All Funds	541	-	-	541	-	-
SERVICES & SUPPLIES						
8000 General Fund	523,975	-	-	366,047	9	(6,241)
3400 Other Funds Ltd	66,141	-	-	66,141	-	-
TOTAL SERVICES & SUPPLIES	**$590,116**	**-**	**-**	**$432,188**	**$9**	**($6,241)**
CAPITAL OUTLAY						
5150 Telecommunications Equipment						
8000 General Fund	2,700	-	-	2,700	-	-
5250 Household and Institutional Equip.						
8000 General Fund	6,278	-	-	6,278	-	-
5350 Industrial and Heavy Equipment						
8000 General Fund	383	-	-	383	-	-
5550 Data Processing Software						
8000 General Fund	789	-	-	789	-	-
5600 Data Processing Hardware						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00
8000 General Fund	993	-	-	993	-	-
5900 Other Capital Outlay						
8000 General Fund	(773,770)	-	(773,770)	-	-	-
CAPITAL OUTLAY						
8000 General Fund	(762,627)	-	(773,770)	11,143	-	-
TOTAL CAPITAL OUTLAY	**($762,627)**	**-**	**($773,770)**	**$11,143**	**-**	**-**
EXPENDITURES						
8000 General Fund	252,040	490,692	(773,770)	377,190	9	(6,241)
3400 Other Funds Ltd	316,055	249,914	-	66,141	-	-
TOTAL EXPENDITURES	**$568,095**	**$740,606**	**($773,770)**	**$443,331**	**$9**	**($6,241)**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(316,055)	(249,914)	-	(66,141)	-	-
TOTAL ENDING BALANCE	**($316,055)**	**($249,914)**	**-**	**($66,141)**	**-**	**-**

Description	Pkg: 060 Technical Adjustments Priority: 00					
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	164,160					
AVAILABLE REVENUES						
8000 General Fund	164,160					
TOTAL AVAILABLE REVENUES	**$164,160**					
EXPENDITURES						
SERVICES & SUPPLIES						
4325 Attorney General						
8000 General Fund	164,160					
ENDING BALANCE						
8000 General Fund	-					
TOTAL ENDING BALANCE	**-**					

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	9,911,870	245,015	10,526,369	(893,423)	33,909	
AVAILABLE REVENUES						
8000 General Fund	9,911,870	245,015	10,526,369	(893,423)	33,909	
TOTAL AVAILABLE REVENUES	**$9,911,870**	**$245,015**	**$10,526,369**	**($893,423)**	**$33,909**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	817	817	-	-	-	
3190 All Other Differential						
8000 General Fund	22,258	22,258	-	-	-	
SALARIES & WAGES						
8000 General Fund	23,075	23,075	-	-	-	
TOTAL SALARIES & WAGES	**$23,075**	**$23,075**	**-**	**-**	**-**	
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	5,084	5,084	-	-	-	
3221 Pension Obligation Bond						
8000 General Fund	85,906	85,906	-	-	-	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
3400 Other Funds Ltd	(837)	(837)	-	-	-	
All Funds	85,069	85,069	-	-	-	
3230 Social Security Taxes						
8000 General Fund	1,765	1,765	-	-	-	
3260 Mass Transit Tax						
8000 General Fund	10,851	10,851	-	-	-	
3400 Other Funds Ltd	(87)	(87)	-	-	-	
All Funds	10,764	10,764	-	-	-	
OTHER PAYROLL EXPENSES						
8000 General Fund	103,606	103,606	-	-	-	
3400 Other Funds Ltd	(924)	(924)	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$102,682**	**$102,682**	**-**	**-**	**-**	
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	118,334	118,334	-	-	-	
3400 Other Funds Ltd	14,491	14,491	-	-	-	
All Funds	132,825	132,825	-	-	-	
PERSONAL SERVICES						
8000 General Fund	245,015	245,015	-	-	-	
3400 Other Funds Ltd	13,567	13,567	-	-	-	
TOTAL PERSONAL SERVICES	**$258,582**	**$258,582**	**-**	**-**	**-**	
SERVICES & SUPPLIES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
4100 Instate Travel						
8000 General Fund	1,388	-	1,388	-	-	
4125 Out of State Travel						
8000 General Fund	375	-	375	-	-	
4150 Employee Training						
8000 General Fund	1,098	-	1,098	-	-	
4175 Office Expenses						
8000 General Fund	3,375	-	3,375	-	-	
4250 Data Processing						
8000 General Fund	1,785	-	1,785	-	-	
4275 Publicity and Publications						
8000 General Fund	25	-	25	-	-	
4300 Professional Services						
8000 General Fund	4,370	-	4,370	-	-	
4325 Attorney General						
8000 General Fund	45,833	-	11,924	-	33,909	
4375 Employee Recruitment and Develop						
8000 General Fund	26	-	26	-	-	
4475 Facilities Maintenance						
8000 General Fund	356	-	356	-	-	
4500 Food and Kitchen Supplies						
8000 General Fund	12	-	12	-	-	
4550 Other Care of Residents and Patients						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
8000 General Fund	59	-	59	-	-	
3400 Other Funds Ltd	55,736	-	55,736	-	-	
All Funds	55,795	-	55,795	-	-	
4650 Other Services and Supplies						
8000 General Fund	1,156	-	1,156	-	-	
3400 Other Funds Ltd	249	-	249	-	-	
All Funds	1,405	-	1,405	-	-	
4700 Expendable Prop 250 - 5000						
8000 General Fund	443	-	443	-	-	
4715 IT Expendable Property						
8000 General Fund	39	-	39	-	-	
SERVICES & SUPPLIES						
8000 General Fund	60,340	-	26,431	-	33,909	
3400 Other Funds Ltd	55,985	-	55,985	-	-	
TOTAL SERVICES & SUPPLIES	**$116,325**	**-**	**$82,416**	**-**	**$33,909**	
CAPITAL OUTLAY						
5600 Data Processing Hardware						
8000 General Fund	70	-	70	-	-	
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	9,606,445	-	10,499,868	(893,423)	-	
3400 Other Funds Ltd	209,526	-	209,526	-	-	
All Funds	9,815,971	-	10,709,394	(893,423)	-	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00	
EXPENDITURES						
8000 General Fund	9,911,870	245,015	10,526,369	(893,423)	33,909	
3400 Other Funds Ltd	279,078	13,567	265,511	-	-	
TOTAL EXPENDITURES	**$10,190,948**	**$258,582**	**$10,791,880**	**($893,423)**	**$33,909**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	(279,078)	(13,567)	(265,511)	-	-	
TOTAL ENDING BALANCE	**($279,078)**	**($13,567)**	**($265,511)**	**-**	**-**	

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	9,693,659	2,294,014	20,726	(78,722)	4,106,358	425,958
AVAILABLE REVENUES						
8000 General Fund	9,693,659	2,294,014	20,726	(78,722)	4,106,358	425,958
TOTAL AVAILABLE REVENUES	**$9,693,659**	**$2,294,014**	**$20,726**	**($78,722)**	**$4,106,358**	**$425,958**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3170 Overtime Payments						
8000 General Fund	101,758	101,758	-	-	-	-
3180 Shift Differential						
8000 General Fund	75,188	75,188	-	-	-	-
3190 All Other Differential						
8000 General Fund	217,986	217,986	-	-	-	-
SALARIES & WAGES						
8000 General Fund	394,932	394,932	-	-	-	-
TOTAL SALARIES & WAGES	**$394,932**	**$394,932**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						
3220 Public Employees Retire Cont						
8000 General Fund	87,000	87,000	-	-	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3221 Pension Obligation Bond						
8000 General Fund	447,485	447,485	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	30,215	30,215	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,198	1,198	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	306,292	306,292	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	872,190	872,190	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$872,190**	**$872,190**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,026,892	1,026,892	-	-	-	-
PERSONAL SERVICES						
8000 General Fund	2,294,014	2,294,014	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,294,014**	**$2,294,014**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	13,971	-	2,424	-	11,547	-
4150 Employee Training						
8000 General Fund	5,859	-	2,147	-	3,712	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
4175 Office Expenses						
8000 General Fund	39,129	-	11,198	-	27,931	-
4200 Telecommunications						
8000 General Fund	7,600	-	-	-	7,600	-
4250 Data Processing						
8000 General Fund	3,949	-	3,086	-	863	-
4375 Employee Recruitment and Develop						
8000 General Fund	150	-	-	-	150	-
4475 Facilities Maintenance						
8000 General Fund	3,358	-	-	-	3,358	-
4525 Medical Services and Supplies						
8000 General Fund	7,397,905	-	-	-	4,046,622	425,958
3400 Other Funds Ltd	48,026	-	-	-	25,347	2,668
6400 Federal Funds Ltd	140,847	-	-	-	127,433	13,414
All Funds	7,586,778	-	-	-	4,199,402	442,040
4650 Other Services and Supplies						
8000 General Fund	3,815	-	1,871	-	1,944	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(41,620)	-	-	(42,686)	1,066	-
4715 IT Expendable Property						
8000 General Fund	(34,471)	-	-	(36,036)	1,565	-
SERVICES & SUPPLIES						
8000 General Fund	7,399,645	-	20,726	(78,722)	4,106,358	425,958

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 021 Phase - In Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00
3400 Other Funds Ltd	48,026	-	-	-	25,347	2,668
6400 Federal Funds Ltd	140,847	-	-	-	127,433	13,414
TOTAL SERVICES & SUPPLIES	**$7,588,518**	**-**	**$20,726**	**($78,722)**	**$4,259,138**	**$442,040**
EXPENDITURES						
8000 General Fund	9,693,659	2,294,014	20,726	(78,722)	4,106,358	425,958
3400 Other Funds Ltd	48,026	-	-	-	25,347	2,668
6400 Federal Funds Ltd	140,847	-	-	-	127,433	13,414
TOTAL EXPENDITURES	**$9,882,532**	**$2,294,014**	**$20,726**	**($78,722)**	**$4,259,138**	**$442,040**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(48,026)	-	-	-	(25,347)	(2,668)
6400 Federal Funds Ltd	(140,847)	-	-	-	(127,433)	(13,414)
TOTAL ENDING BALANCE	**($188,873)**	**-**	**-**	**-**	**($152,780)**	**($16,082)**

Description	Pkg: 033 Exceptional Inflation Priority: 00	Pkg: 040 Mandated Caseload Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,181,734	(256,409)				
AVAILABLE REVENUES						
8000 General Fund	3,181,734	(256,409)				
TOTAL AVAILABLE REVENUES	**$3,181,734**	**($256,409)**				
EXPENDITURES						
SERVICES & SUPPLIES						
4525 Medical Services and Supplies						
8000 General Fund	3,181,734	(256,409)				
3400 Other Funds Ltd	20,011	-				
All Funds	3,201,745	(256,409)				
ENDING BALANCE						
8000 General Fund	-	-				
3400 Other Funds Ltd	(20,011)	-				
TOTAL ENDING BALANCE	**($20,011)**	**-**				

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,421,874	1,641,867	-	1,248,035	33,950	234,589
AVAILABLE REVENUES						
8000 General Fund	2,421,874	1,641,867	-	1,248,035	33,950	234,589
TOTAL AVAILABLE REVENUES	**$2,421,874**	**$1,641,867**	**-**	**$1,248,035**	**$33,950**	**$234,589**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	457,968	-	-	-	-	-
3160 Temporary Appointments						
8000 General Fund	14,578	14,578	-	-	-	-
3170 Overtime Payments						
8000 General Fund	15,839	15,839	-	-	-	-
3190 All Other Differential						
8000 General Fund	14,812	14,812	-	-	-	-
SALARIES & WAGES						
8000 General Fund	503,197	45,229	-	-	-	-
TOTAL SALARIES & WAGES	**$503,197**	**$45,229**	**-**	**-**	**-**	**-**
OTHER PAYROLL EXPENSES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	183	-	-	-	-	-
3220 Public Employees Retire Cont						
8000 General Fund	107,639	6,749	-	-	-	-
3221 Pension Obligation Bond						
8000 General Fund	228,575	228,575	-	-	-	-
3230 Social Security Taxes						
8000 General Fund	38,492	3,458	-	-	-	-
3240 Unemployment Assessments						
8000 General Fund	1,682	858	-	-	-	-
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	174	-	-	-	-	-
3260 Mass Transit Tax						
8000 General Fund	29,699	26,951	-	-	-	-
3270 Flexible Benefits						
8000 General Fund	105,552	-	-	-	-	-
OTHER PAYROLL EXPENSES						
8000 General Fund	511,996	266,591	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$511,996**	**$266,591**	**-**	**-**	**-**	**-**
P.S. BUDGET ADJUSTMENTS						
3455 Vacancy Savings						
8000 General Fund	1,330,047	1,330,047	-	-	-	-
PERSONAL SERVICES						

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
8000 General Fund	2,345,240	1,641,867	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,345,240**	**$1,641,867**	**-**	**-**	**-**	**-**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	(15,820)	-	-	7,367	-	-
4125 Out of State Travel						
8000 General Fund	400	-	-	400	-	-
3400 Other Funds Ltd	74	-	-	74	-	-
All Funds	474	-	-	474	-	-
4150 Employee Training						
8000 General Fund	2,056	-	-	1,729	-	-
3400 Other Funds Ltd	490	-	-	490	-	-
All Funds	2,546	-	-	2,219	-	-
4175 Office Expenses						
8000 General Fund	(359,493)	-	-	29,738	-	-
3400 Other Funds Ltd	663	-	-	663	-	-
All Funds	(358,830)	-	-	30,401	-	-
4200 Telecommunications						
8000 General Fund	5,574	-	-	6,182	-	-
3400 Other Funds Ltd	3	-	-	3	-	-
All Funds	5,577	-	-	6,185	-	-
4250 Data Processing						
8000 General Fund	35,150	-	-	4,624	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
3400 Other Funds Ltd	4	-	-	4	-	-
All Funds	35,154	-	-	4,628	-	-
4275 Publicity and Publications						
8000 General Fund	122	-	-	122	-	-
4300 Professional Services						
8000 General Fund	353,549	-	-	655,170	-	-
3400 Other Funds Ltd	144,781	-	-	144,781	-	-
All Funds	498,330	-	-	799,951	-	-
4325 Attorney General						
8000 General Fund	(285,489)	-	-	104,453	-	-
4375 Employee Recruitment and Develop						
8000 General Fund	62	-	-	62	-	-
4400 Dues and Subscriptions						
8000 General Fund	78	-	-	78	-	-
4475 Facilities Maintenance						
8000 General Fund	(14,811)	-	-	792	-	-
4525 Medical Services and Supplies						
8000 General Fund	525,433	-	-	322,530	33,950	234,589
3400 Other Funds Ltd	(1,023,703)	-	(1,500,000)	200,033	27,056	249,208
All Funds	(498,270)	-	(1,500,000)	522,563	61,006	483,797
4550 Other Care of Residents and Patients						
8000 General Fund	(97,715)	-	-	63,939	-	-
3400 Other Funds Ltd	22,907	-	-	22,907	-	-

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
All Funds	(74,808)	-	-	86,846	-	-
4650 Other Services and Supplies						
8000 General Fund	(18,449)	-	-	10,941	-	-
3400 Other Funds Ltd	5,889	-	-	5,889	-	-
All Funds	(12,560)	-	-	16,830	-	-
4700 Expendable Prop 250 - 5000						
8000 General Fund	(33,229)	-	-	24,083	-	-
3400 Other Funds Ltd	923	-	-	923	-	-
All Funds	(32,306)	-	-	25,006	-	-
4715 IT Expendable Property						
8000 General Fund	(20,784)	-	-	15,825	-	-
SERVICES & SUPPLIES						
8000 General Fund	76,634	-	-	1,248,035	33,950	234,589
3400 Other Funds Ltd	(847,969)	-	(1,500,000)	375,767	27,056	249,208
TOTAL SERVICES & SUPPLIES	**($771,335)**	**-**	**($1,500,000)**	**$1,623,802**	**$61,006**	**$483,797**
CAPITAL OUTLAY						
5500 Recreational Equipment						
3400 Other Funds Ltd	1,167	-	-	1,167	-	-
EXPENDITURES						
8000 General Fund	2,421,874	1,641,867	-	1,248,035	33,950	234,589
3400 Other Funds Ltd	(846,802)	-	(1,500,000)	376,934	27,056	249,208
TOTAL EXPENDITURES	**$1,575,072**	**$1,641,867**	**($1,500,000)**	**$1,624,969**	**$61,006**	**$483,797**

Description	Total Essential Packages	Pkg: 010 Non-PICS Psnl Svc / Vacancy Factor Priority: 00	Pkg: 022 Phase-out Pgm & One-time Costs Priority: 00	Pkg: 031 Standard Inflation Priority: 00	Pkg: 032 Above Standard Inflation Priority: 00	Pkg: 033 Exceptional Inflation Priority: 00
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	846,802	-	1,500,000	(376,934)	(27,056)	(249,208)
TOTAL ENDING BALANCE	**$846,802**	**-**	**$1,500,000**	**($376,934)**	**($27,056)**	**($249,208)**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	3	-	-	-	-	-
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.00	-	-	-	-	-

Description	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	(91,539)	(645,028)				
AVAILABLE REVENUES						
8000 General Fund	(91,539)	(645,028)				
TOTAL AVAILABLE REVENUES	**($91,539)**	**($645,028)**				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	457,968				
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	183				
3220 Public Employees Retire Cont						
8000 General Fund	-	100,890				
3230 Social Security Taxes						
8000 General Fund	-	35,034				
3240 Unemployment Assessments						
8000 General Fund	-	824				
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	174				

Description	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00				
3260 Mass Transit Tax						
8000 General Fund	-	2,748				
3270 Flexible Benefits						
8000 General Fund	-	105,552				
OTHER PAYROLL EXPENSES						
8000 General Fund	-	245,405				
TOTAL OTHER PAYROLL EXPENSES	**-**	**$245,405**				
PERSONAL SERVICES						
8000 General Fund	-	703,373				
TOTAL PERSONAL SERVICES	**-**	**$703,373**				
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	(23,187)				
4150 Employee Training						
8000 General Fund	1,798	(1,471)				
4175 Office Expenses						
8000 General Fund	(4,231)	(385,000)				
4200 Telecommunications						
8000 General Fund	(608)	-				
4250 Data Processing						
8000 General Fund	32,280	(1,754)				
4300 Professional Services						

Description	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00				
8000 General Fund	(82,773)	(218,848)				
4325 Attorney General						
8000 General Fund	14,950	(404,892)				
4475 Facilities Maintenance						
8000 General Fund	-	(15,603)				
4525 Medical Services and Supplies						
8000 General Fund	(41,321)	(24,315)				
4550 Other Care of Residents and Patients						
8000 General Fund	(7,244)	(154,410)				
4650 Other Services and Supplies						
8000 General Fund	(4,390)	(25,000)				
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	(57,312)				
4715 IT Expendable Property						
8000 General Fund	-	(36,609)				
SERVICES & SUPPLIES						
8000 General Fund	(91,539)	(1,348,401)				
TOTAL SERVICES & SUPPLIES	**($91,539)**	**($1,348,401)**				
EXPENDITURES						
8000 General Fund	(91,539)	(645,028)				
TOTAL EXPENDITURES	**($91,539)**	**($645,028)**				
ENDING BALANCE						

Description	Pkg: 040 Mandated Caseload Priority: 00	Pkg: 060 Technical Adjustments Priority: 00				
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	3				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	3.00				

Description	Total Essential Packages	Pkg: 031 Standard Inflation Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8010 General Fund Cap Improve	107,330	107,330				
AVAILABLE REVENUES						
8010 General Fund Cap Improve	107,330	107,330				
TOTAL AVAILABLE REVENUES	**$107,330**	**$107,330**				
EXPENDITURES						
CAPITAL OUTLAY						
5650 Land Improvements						
8010 General Fund Cap Improve	105,226	105,226				
5800 Professional Services						
8010 General Fund Cap Improve	2,104	2,104				
CAPITAL OUTLAY						
8010 General Fund Cap Improve	107,330	107,330				
TOTAL CAPITAL OUTLAY	**$107,330**	**$107,330**				
ENDING BALANCE						
8010 General Fund Cap Improve	-	-				
TOTAL ENDING BALANCE	**-**	**-**				

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	157,404,041	6,628,198	-	3,700,000	-	959,996
8030 General Fund Debt Svc	8,453,770	-	3,122,881	-	-	-
All Funds	165,857,811	6,628,198	3,122,881	3,700,000	-	959,996
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,319,581	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	130,246,808	-	75,000,000	-	-	-
3400 Other Funds Ltd	2,153,192	-	1,120,000	-	-	-
All Funds	132,400,000	-	76,120,000	-	-	-
REVENUE CATEGORIES						
8000 General Fund	157,404,041	6,628,198	-	3,700,000	-	959,996
8030 General Fund Debt Svc	8,453,770	-	3,122,881	-	-	-
3020 Other Funds Cap Construct	130,246,808	-	75,000,000	-	-	-
3400 Other Funds Ltd	4,472,773	-	1,120,000	-	-	-
TOTAL REVENUE CATEGORIES	**$300,577,392**	**$6,628,198**	**$79,242,881**	**$3,700,000**	**-**	**$959,996**
AVAILABLE REVENUES						
8000 General Fund	157,404,041	6,628,198	-	3,700,000	-	959,996
8030 General Fund Debt Svc	8,453,770	-	3,122,881	-	-	-

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
3020 Other Funds Cap Construct	130,246,808	-	75,000,000	-	-	-
3400 Other Funds Ltd	4,472,773	-	1,120,000	-	-	-
TOTAL AVAILABLE REVENUES	**$300,577,392**	**$6,628,198**	**$79,242,881**	**$3,700,000**	**-**	**$959,996**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	45,165,109	2,722,536	-	-	304,680	446,352
3400 Other Funds Ltd	1,571,544	-	-	-	-	-
All Funds	46,736,653	2,722,536	-	-	304,680	446,352
3170 Overtime Payments						
8000 General Fund	1,694,805	147,116	-	-	-	1,874
3400 Other Funds Ltd	98,854	-	-	-	-	-
All Funds	1,793,659	147,116	-	-	-	1,874
3180 Shift Differential						
8000 General Fund	288,406	15,581	-	-	-	-
3400 Other Funds Ltd	11,123	-	-	-	-	-
All Funds	299,529	15,581	-	-	-	-
3190 All Other Differential						
8000 General Fund	2,106,890	136,696	-	-	14,533	5,936
3400 Other Funds Ltd	88,268	-	-	-	-	-
All Funds	2,195,158	136,696	-	-	14,533	5,936
SALARIES & WAGES						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
8000 General Fund	49,255,210	3,021,929	-	-	319,213	454,162
3400 Other Funds Ltd	1,769,789	-	-	-	-	-
TOTAL SALARIES & WAGES	**$51,024,999**	**$3,021,929**	**-**	**-**	**$319,213**	**$454,162**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	23,790	1,403	-	-	183	183
3400 Other Funds Ltd	854	-	-	-	-	-
All Funds	24,644	1,403	-	-	183	183
3220 Public Employees Retire Cont						
8000 General Fund	10,850,959	665,729	-	-	70,323	100,052
3400 Other Funds Ltd	389,892	-	-	-	-	-
All Funds	11,240,851	665,729	-	-	70,323	100,052
3230 Social Security Taxes						
8000 General Fund	3,760,688	231,186	-	-	24,419	34,743
3400 Other Funds Ltd	135,392	-	-	-	-	-
All Funds	3,896,080	231,186	-	-	24,419	34,743
3240 Unemployment Assessments						
8000 General Fund	88,664	5,441	-	-	575	818
3400 Other Funds Ltd	3,184	-	-	-	-	-
All Funds	91,848	5,441	-	-	575	818
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	22,620	1,334	-	-	174	174
3400 Other Funds Ltd	812	-	-	-	-	-

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
All Funds	23,432	1,334	-	-	174	174
3260 Mass Transit Tax						
8000 General Fund	249,044	16,380	-	-	1,915	2,725
3400 Other Funds Ltd	6,211	-	-	-	-	-
All Funds	255,255	16,380	-	-	1,915	2,725
3270 Flexible Benefits						
8000 General Fund	12,842,160	809,232	-	-	105,552	105,552
3400 Other Funds Ltd	492,576	-	-	-	-	-
All Funds	13,334,736	809,232	-	-	105,552	105,552
OTHER PAYROLL EXPENSES						
8000 General Fund	27,837,925	1,730,705	-	-	203,141	244,247
3400 Other Funds Ltd	1,028,921	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$28,866,846**	**$1,730,705**	**-**	**-**	**$203,141**	**$244,247**
PERSONAL SERVICES						
8000 General Fund	77,093,135	4,752,634	-	-	522,354	698,409
3400 Other Funds Ltd	2,798,710	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$79,891,845**	**$4,752,634**	**-**	**-**	**$522,354**	**$698,409**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	714,714	38,939	-	-	5,079	5,079
3400 Other Funds Ltd	23,702	-	-	-	-	-
All Funds	738,416	38,939	-	-	5,079	5,079

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
4150 Employee Training						
8000 General Fund	1,461,673	34,500	-	-	4,500	4,500
3400 Other Funds Ltd	21,000	-	-	-	-	-
All Funds	1,482,673	34,500	-	-	4,500	4,500
4175 Office Expenses						
8000 General Fund	2,887,650	179,906	-	-	23,466	23,466
3400 Other Funds Ltd	109,508	-	-	-	-	-
All Funds	2,997,158	179,906	-	-	23,466	23,466
4250 Data Processing						
8000 General Fund	2,885,441	49,588	-	-	6,468	6,468
3400 Other Funds Ltd	30,184	-	-	-	-	-
All Funds	2,915,625	49,588	-	-	6,468	6,468
4300 Professional Services						
8000 General Fund	8,334,292	1,403,397	-	3,700,000	-	-
4315 IT Professional Services						
8000 General Fund	1,167,000	-	-	-	-	200,000
4475 Facilities Maintenance						
8000 General Fund	12,860,264	-	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	(9,662,083)	-	-	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	282,163	-	-	-	-	-
4625 Other COP Costs						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
3400 Other Funds Ltd	2,153,192	-	1,120,000	-	-	-
4650 Other Services and Supplies						
8000 General Fund	482,504	30,061	-	-	3,921	3,921
3400 Other Funds Ltd	18,298	-	-	-	-	-
All Funds	500,802	30,061	-	-	3,921	3,921
4700 Expendable Prop 250 - 5000						
8000 General Fund	1,100,416	75,463	-	-	9,843	9,843
3400 Other Funds Ltd	13,124	-	-	-	-	-
All Funds	1,113,540	75,463	-	-	9,843	9,843
4715 IT Expendable Property						
8000 General Fund	6,000,530	63,710	-	-	8,310	8,310
3400 Other Funds Ltd	11,080	-	-	-	-	-
All Funds	6,011,610	63,710	-	-	8,310	8,310
SERVICES & SUPPLIES						
8000 General Fund	28,514,564	1,875,564	-	3,700,000	61,587	261,587
3400 Other Funds Ltd	2,380,088	-	1,120,000	-	-	-
TOTAL SERVICES & SUPPLIES	**$30,894,652**	**$1,875,564**	**$1,120,000**	**$3,700,000**	**$61,587**	**$261,587**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	1,431,614	-	-	-	-	-
5550 Data Processing Software						
3020 Other Funds Cap Construct	1,650,000	-	-	-	-	-
5800 Professional Services						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
3020 Other Funds Cap Construct	1,024,088	-	-	-	-	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	127,572,720	-	75,000,000	-	-	-
CAPITAL OUTLAY						
8000 General Fund	1,431,614	-	-	-	-	-
3020 Other Funds Cap Construct	130,246,808	-	75,000,000	-	-	-
TOTAL CAPITAL OUTLAY	**$131,678,422**	**-**	**$75,000,000**	**-**	**-**	**-**
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	50,364,728	-	-	-	(583,941)	-
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	4,525,000	-	1,050,000	-	-	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	3,928,770	-	2,072,881	-	-	-
DEBT SERVICE						
8030 General Fund Debt Svc	8,453,770	-	3,122,881	-	-	-
TOTAL DEBT SERVICE	**$8,453,770**	**-**	**$3,122,881**	**-**	**-**	**-**
EXPENDITURES						
8000 General Fund	157,404,041	6,628,198	-	3,700,000	-	959,996
8030 General Fund Debt Svc	8,453,770	-	3,122,881	-	-	-
3020 Other Funds Cap Construct	130,246,808	-	75,000,000	-	-	-

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00
3400 Other Funds Ltd	5,178,798	-	1,120,000	-	-	-
TOTAL EXPENDITURES	**$301,283,417**	**$6,628,198**	**$79,242,881**	**$3,700,000**	**-**	**$959,996**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
8030 General Fund Debt Svc	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	(706,025)	-	-	-	-	-
TOTAL ENDING BALANCE	**($706,025)**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	404	23	-	-	3	3
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	383.17	23.00	-	-	3.00	3.00

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	5,480,000	3,970,835	2,265,066	1,512,801	12,006,202	4,935,241
8030 General Fund Debt Svc	-	408,149	-	-	4,922,740	-
All Funds	5,480,000	4,378,984	2,265,066	1,512,801	16,928,942	4,935,241
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	-	1,650,000	-	-	53,596,808	-
3400 Other Funds Ltd	-	40,000	-	-	993,192	-
All Funds	-	1,690,000	-	-	54,590,000	-
REVENUE CATEGORIES						
8000 General Fund	5,480,000	3,970,835	2,265,066	1,512,801	12,006,202	4,935,241
8030 General Fund Debt Svc	-	408,149	-	-	4,922,740	-
3020 Other Funds Cap Construct	-	1,650,000	-	-	53,596,808	-
3400 Other Funds Ltd	-	40,000	-	-	993,192	-
TOTAL REVENUE CATEGORIES	**$5,480,000**	**$6,068,984**	**$2,265,066**	**$1,512,801**	**$71,518,942**	**$4,935,241**
AVAILABLE REVENUES						
8000 General Fund	5,480,000	3,970,835	2,265,066	1,512,801	12,006,202	4,935,241
8030 General Fund Debt Svc	-	408,149	-	-	4,922,740	-
3020 Other Funds Cap Construct	-	1,650,000	-	-	53,596,808	-
3400 Other Funds Ltd	-	40,000	-	-	993,192	-

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
TOTAL AVAILABLE REVENUES	**$5,480,000**	**$6,068,984**	**$2,265,066**	**$1,512,801**	**$71,518,942**	**$4,935,241**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	-	1,548,000	720,216	834,480	681,552	2,558,194
3170 Overtime Payments						
8000 General Fund	-	-	-	9,120	-	163,274
3180 Shift Differential						
8000 General Fund	-	-	-	-	-	18,753
3190 All Other Differential						
8000 General Fund	-	-	-	16,417	-	147,103
SALARIES & WAGES						
8000 General Fund	-	1,548,000	720,216	860,017	681,552	2,887,324
TOTAL SALARIES & WAGES	**-**	**$1,548,000**	**$720,216**	**$860,017**	**$681,552**	**$2,887,324**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	-	610	305	427	305	1,586
3220 Public Employees Retire Cont						
8000 General Fund	-	341,022	158,662	189,461	150,145	636,085
3230 Social Security Taxes						
8000 General Fund	-	118,419	55,095	65,791	52,138	220,885

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
3240 Unemployment Assessments						
8000 General Fund	-	2,786	1,296	1,548	1,227	5,198
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	-	580	290	406	290	1,508
3260 Mass Transit Tax						
8000 General Fund	-	9,288	4,321	5,160	4,089	4,768
3270 Flexible Benefits						
8000 General Fund	-	351,840	175,920	246,288	175,920	774,048
OTHER PAYROLL EXPENSES						
8000 General Fund	-	824,545	395,889	509,081	384,114	1,644,078
TOTAL OTHER PAYROLL EXPENSES	**-**	**$824,545**	**$395,889**	**$509,081**	**$384,114**	**$1,644,078**
PERSONAL SERVICES						
8000 General Fund	-	2,372,545	1,116,105	1,369,098	1,065,666	4,531,402
TOTAL PERSONAL SERVICES	**-**	**$2,372,545**	**$1,116,105**	**$1,369,098**	**$1,065,666**	**$4,531,402**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	-	64,930	8,465	11,851	50,173	38,922
4150 Employee Training						
8000 General Fund	-	15,000	67,875	10,500	7,500	34,485
4175 Office Expenses						
8000 General Fund	-	78,220	39,110	54,754	39,110	179,828
4250 Data Processing						

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
8000 General Fund	280,000	399,560	297,421	15,092	10,780	49,566
4300 Professional Services						
8000 General Fund	-	-	699,300	-	-	-
4315 IT Professional Services						
8000 General Fund	-	967,000	-	-	-	-
4475 Facilities Maintenance						
8000 General Fund	-	-	-	-	10,796,183	-
4625 Other COP Costs						
3400 Other Funds Ltd	-	40,000	-	-	993,192	-
4650 Other Services and Supplies						
8000 General Fund	-	13,070	6,535	9,149	6,535	30,048
4700 Expendable Prop 250 - 5000						
8000 General Fund	-	32,810	16,405	22,967	16,405	51,600
4715 IT Expendable Property						
8000 General Fund	5,200,000	27,700	13,850	19,390	13,850	19,390
SERVICES & SUPPLIES						
8000 General Fund	5,480,000	1,598,290	1,148,961	143,703	10,940,536	403,839
3400 Other Funds Ltd	-	40,000	-	-	993,192	-
TOTAL SERVICES & SUPPLIES	**$5,480,000**	**$1,638,290**	**$1,148,961**	**$143,703**	**$11,933,728**	**$403,839**
CAPITAL OUTLAY						
5550 Data Processing Software						
3020 Other Funds Cap Construct	-	1,650,000	-	-	-	-
5800 Professional Services						

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
3020 Other Funds Cap Construct	-	-	-	-	1,024,088	-
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	-	-	-	-	52,572,720	-
CAPITAL OUTLAY						
3020 Other Funds Cap Construct	-	1,650,000	-	-	53,596,808	-
TOTAL CAPITAL OUTLAY	**-**	**$1,650,000**	**-**	**-**	**$53,596,808**	**-**
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	-	315,000	-	-	3,160,000	-
7150 Interest - Bonds						
8030 General Fund Debt Svc	-	93,149	-	-	1,762,740	-
DEBT SERVICE						
8030 General Fund Debt Svc	-	408,149	-	-	4,922,740	-
TOTAL DEBT SERVICE	**-**	**$408,149**	**-**	**-**	**$4,922,740**	**-**
EXPENDITURES						
8000 General Fund	5,480,000	3,970,835	2,265,066	1,512,801	12,006,202	4,935,241
8030 General Fund Debt Svc	-	408,149	-	-	4,922,740	-
3020 Other Funds Cap Construct	-	1,650,000	-	-	53,596,808	-
3400 Other Funds Ltd	-	40,000	-	-	993,192	-
TOTAL EXPENDITURES	**$5,480,000**	**$6,068,984**	**$2,265,066**	**$1,512,801**	**$71,518,942**	**$4,935,241**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-

Description	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00
8030 General Fund Debt Svc	-	-	-	-	-	-
3020 Other Funds Cap Construct	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	-	10	5	7	5	26
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	-	10.00	5.00	7.00	5.00	22.99

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	16,470,715	-	413,235	4,642,129	16,351,028	2,052,686
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	2,319,581	-	-	-	-
REVENUE CATEGORIES						
8000 General Fund	16,470,715	-	413,235	4,642,129	16,351,028	2,052,686
3400 Other Funds Ltd	-	2,319,581	-	-	-	-
TOTAL REVENUE CATEGORIES	**$16,470,715**	**$2,319,581**	**$413,235**	**$4,642,129**	**$16,351,028**	**$2,052,686**
AVAILABLE REVENUES						
8000 General Fund	16,470,715	-	413,235	4,642,129	16,351,028	2,052,686
3400 Other Funds Ltd	-	2,319,581	-	-	-	-
TOTAL AVAILABLE REVENUES	**$16,470,715**	**$2,319,581**	**$413,235**	**$4,642,129**	**$16,351,028**	**$2,052,686**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	8,200,560	-	227,184	2,269,850	9,065,040	1,146,960
3400 Other Funds Ltd	-	1,571,544	-	-	-	-
All Funds	8,200,560	1,571,544	227,184	2,269,850	9,065,040	1,146,960

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
3170 Overtime Payments						
8000 General Fund	719,189	-	954	83,303	-	15,714
3400 Other Funds Ltd	-	98,854	-	-	-	-
All Funds	719,189	98,854	954	83,303	-	15,714
3180 Shift Differential						
8000 General Fund	86,105	-	-	25,649	-	-
3400 Other Funds Ltd	-	11,123	-	-	-	-
All Funds	86,105	11,123	-	25,649	-	-
3190 All Other Differential						
8000 General Fund	602,743	-	3,022	149,583	124,543	25,576
3400 Other Funds Ltd	-	88,268	-	-	-	-
All Funds	602,743	88,268	3,022	149,583	124,543	25,576
SALARIES & WAGES						
8000 General Fund	9,608,597	-	231,160	2,528,385	9,189,583	1,188,250
3400 Other Funds Ltd	-	1,769,789	-	-	-	-
TOTAL SALARIES & WAGES	**$9,608,597**	**$1,769,789**	**$231,160**	**$2,528,385**	**$9,189,583**	**$1,188,250**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	5,002	-	122	1,403	3,843	549
3400 Other Funds Ltd	-	854	-	-	-	-
All Funds	5,002	854	122	1,403	3,843	549
3220 Public Employees Retire Cont						
8000 General Fund	2,116,813	-	50,924	557,000	2,024,451	261,774

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
3400 Other Funds Ltd	-	389,892	-	-	-	-
All Funds	2,116,813	389,892	50,924	557,000	2,024,451	261,774
3230 Social Security Taxes						
8000 General Fund	735,057	-	17,684	193,426	702,993	90,906
3400 Other Funds Ltd	-	135,392	-	-	-	-
All Funds	735,057	135,392	17,684	193,426	702,993	90,906
3240 Unemployment Assessments						
8000 General Fund	17,295	-	416	4,551	16,543	2,139
3400 Other Funds Ltd	-	3,184	-	-	-	-
All Funds	17,295	3,184	416	4,551	16,543	2,139
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	4,756	-	116	1,334	3,654	522
3400 Other Funds Ltd	-	812	-	-	-	-
All Funds	4,756	812	116	1,334	3,654	522
3260 Mass Transit Tax						
8000 General Fund	29,854	-	1,387	15,170	55,138	7,129
3400 Other Funds Ltd	-	6,211	-	-	-	-
All Funds	29,854	6,211	1,387	15,170	55,138	7,129
3270 Flexible Benefits						
8000 General Fund	2,709,168	-	70,368	809,232	2,216,592	316,656
3400 Other Funds Ltd	-	492,576	-	-	-	-
All Funds	2,709,168	492,576	70,368	809,232	2,216,592	316,656
OTHER PAYROLL EXPENSES						

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
8000 General Fund	5,617,945	-	141,017	1,582,116	5,023,214	679,675
3400 Other Funds Ltd	-	1,028,921	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$5,617,945**	**$1,028,921**	**$141,017**	**$1,582,116**	**$5,023,214**	**$679,675**
PERSONAL SERVICES						
8000 General Fund	15,226,542	-	372,177	4,110,501	14,212,797	1,867,925
3400 Other Funds Ltd	-	2,798,710	-	-	-	-
TOTAL PERSONAL SERVICES	**$15,226,542**	**$2,798,710**	**$372,177**	**$4,110,501**	**$14,212,797**	**$1,867,925**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	131,040	-	3,386	34,199	106,659	15,237
3400 Other Funds Ltd	-	23,702	-	-	-	-
All Funds	131,040	23,702	3,386	34,199	106,659	15,237
4150 Employee Training						
8000 General Fund	116,100	-	3,000	30,300	939,404	13,500
3400 Other Funds Ltd	-	21,000	-	-	-	-
All Funds	116,100	21,000	3,000	30,300	939,404	13,500
4175 Office Expenses						
8000 General Fund	605,424	-	15,644	158,004	492,786	70,398
3400 Other Funds Ltd	-	109,508	-	-	-	-
All Funds	605,424	109,508	15,644	158,004	492,786	70,398
4250 Data Processing						
8000 General Fund	166,875	-	4,312	43,551	135,828	19,404

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
3400 Other Funds Ltd	-	30,184	-	-	-	-
All Funds	166,875	30,184	4,312	43,551	135,828	19,404
4300 Professional Services						
8000 General Fund	-	-	-	100,000	-	-
4650 Other Services and Supplies						
8000 General Fund	101,160	-	2,614	26,401	82,341	11,763
3400 Other Funds Ltd	-	18,298	-	-	-	-
All Funds	101,160	18,298	2,614	26,401	82,341	11,763
4700 Expendable Prop 250 - 5000						
8000 General Fund	123,574	-	6,562	75,463	206,703	29,529
3400 Other Funds Ltd	-	13,124	-	-	-	-
All Funds	123,574	13,124	6,562	75,463	206,703	29,529
4715 IT Expendable Property						
8000 General Fund	-	-	5,540	63,710	174,510	24,930
3400 Other Funds Ltd	-	11,080	-	-	-	-
All Funds	-	11,080	5,540	63,710	174,510	24,930
SERVICES & SUPPLIES						
8000 General Fund	1,244,173	-	41,058	531,628	2,138,231	184,761
3400 Other Funds Ltd	-	226,896	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$1,244,173**	**$226,896**	**$41,058**	**$531,628**	**$2,138,231**	**$184,761**
EXPENDITURES						
8000 General Fund	16,470,715	-	413,235	4,642,129	16,351,028	2,052,686
3400 Other Funds Ltd	-	3,025,606	-	-	-	-

Description	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00
TOTAL EXPENDITURES	**$16,470,715**	**$3,025,606**	**$413,235**	**$4,642,129**	**$16,351,028**	**$2,052,686**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	(706,025)	-	-	-	-
TOTAL ENDING BALANCE	**-**	**($706,025)**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	82	14	2	23	63	9
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	77.40	14.00	2.00	20.20	63.00	9.00

Description	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 123 Optimizing Special Housing Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	370,467	5,287,395	1,044,262	-	5,935,935	2,526,111
AVAILABLE REVENUES						
8000 General Fund	370,467	5,287,395	1,044,262	-	5,935,935	2,526,111
TOTAL AVAILABLE REVENUES	**$370,467**	**$5,287,395**	**$1,044,262**	**-**	**$5,935,935**	**$2,526,111**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	192,768	893,208	522,725	7,677,975	2,845,840	872,256
3170 Overtime Payments						
8000 General Fund	1,658	12,237	45,843	277,935	104,442	76,496
3180 Shift Differential						
8000 General Fund	-	-	5,489	85,214	32,158	9,157
3190 All Other Differential						
8000 General Fund	3,952	19,919	38,420	499,765	187,541	64,112
SALARIES & WAGES						
8000 General Fund	198,378	925,364	612,477	8,540,889	3,169,981	1,022,021
TOTAL SALARIES & WAGES	**$198,378**	**$925,364**	**$612,477**	**$8,540,889**	**$3,169,981**	**$1,022,021**
OTHER PAYROLL EXPENSES						

Description	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 123 Optimizing Special Housing Priority: 00
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	122	427	366	3,355	2,440	427
3220 Public Employees Retire Cont						
8000 General Fund	43,702	203,858	134,930	1,881,570	698,348	225,149
3230 Social Security Taxes						
8000 General Fund	15,176	70,791	46,854	646,019	242,517	78,189
3240 Unemployment Assessments						
8000 General Fund	357	1,665	1,102	15,374	5,706	1,841
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	116	406	348	3,190	2,320	406
3260 Mass Transit Tax						
8000 General Fund	1,190	5,552	3,675	51,245	19,020	1,752
3270 Flexible Benefits						
8000 General Fund	70,368	246,288	140,736	1,829,568	1,055,520	246,288
OTHER PAYROLL EXPENSES						
8000 General Fund	131,031	528,987	328,011	4,430,321	2,025,871	554,052
TOTAL OTHER PAYROLL EXPENSES	**$131,031**	**$528,987**	**$328,011**	**$4,430,321**	**$2,025,871**	**$554,052**
PERSONAL SERVICES						
8000 General Fund	329,409	1,454,351	940,488	12,971,210	5,195,852	1,576,073
TOTAL PERSONAL SERVICES	**$329,409**	**$1,454,351**	**$940,488**	**$12,971,210**	**$5,195,852**	**$1,576,073**
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 123 Optimizing Special Housing Priority: 00
8000 General Fund	3,386	11,851	7,889	88,645	58,239	11,851
4150 Employee Training						
8000 General Fund	3,000	10,500	6,990	78,540	51,600	10,500
4175 Office Expenses						
8000 General Fund	15,644	54,754	36,451	409,560	269,077	54,754
4250 Data Processing						
8000 General Fund	4,312	15,092	10,047	112,888	74,166	15,092
4300 Professional Services						
8000 General Fund	-	1,625,260	-	-	-	806,335
4475 Facilities Maintenance						
8000 General Fund	-	2,064,081	-	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	-	-	-	(14,062,083)	-	-
4650 Other Services and Supplies						
8000 General Fund	2,614	9,149	6,091	68,435	44,961	9,149
4700 Expendable Prop 250 - 5000						
8000 General Fund	6,562	22,967	19,686	180,455	131,240	22,967
4715 IT Expendable Property						
8000 General Fund	5,540	19,390	16,620	152,350	110,800	19,390
SERVICES & SUPPLIES						
8000 General Fund	41,058	3,833,044	103,774	(12,971,210)	740,083	950,038
TOTAL SERVICES & SUPPLIES	**$41,058**	**$3,833,044**	**$103,774**	**($12,971,210)**	**$740,083**	**$950,038**
EXPENDITURES						

Description	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 123 Optimizing Special Housing Priority: 00
8000 General Fund	370,467	5,287,395	1,044,262	-	5,935,935	2,526,111
TOTAL EXPENDITURES	**$370,467**	**$5,287,395**	**$1,044,262**	**-**	**$5,935,935**	**$2,526,111**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	7	6	55	40	7
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.00	7.00	4.66	52.36	34.40	7.00

Description	Pkg: 124 Opioid Overdose Prevention Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	9,903,070	50,948,669				
AVAILABLE REVENUES						
8000 General Fund	9,903,070	50,948,669				
TOTAL AVAILABLE REVENUES	**$9,903,070**	**$50,948,669**				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,434,733	-				
3170 Overtime Payments						
8000 General Fund	35,650	-				
3180 Shift Differential						
8000 General Fund	10,300	-				
3190 All Other Differential						
8000 General Fund	67,029	-				
SALARIES & WAGES						
8000 General Fund	1,547,712	-				
TOTAL SALARIES & WAGES	**$1,547,712**	**-**				
OTHER PAYROLL EXPENSES						

Description	Pkg: 124 Opioid Overdose Prevention Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00				
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	732	-				
3220 Public Employees Retire Cont						
8000 General Fund	340,961	-				
3230 Social Security Taxes						
8000 General Fund	118,400	-				
3240 Unemployment Assessments						
8000 General Fund	2,786	-				
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	696	-				
3260 Mass Transit Tax						
8000 General Fund	9,286	-				
3270 Flexible Benefits						
8000 General Fund	387,024	-				
OTHER PAYROLL EXPENSES						
8000 General Fund	859,885	-				
TOTAL OTHER PAYROLL EXPENSES	**$859,885**	**-**				
PERSONAL SERVICES						
8000 General Fund	2,407,597	-				
TOTAL PERSONAL SERVICES	**$2,407,597**	**-**				
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Pkg: 124 Opioid Overdose Prevention Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00				
8000 General Fund	18,894	-				
4150 Employee Training						
8000 General Fund	19,379	-				
4175 Office Expenses						
8000 General Fund	87,294	-				
4250 Data Processing						
8000 General Fund	1,168,931	-				
4525 Medical Services and Supplies						
8000 General Fund	4,400,000	-				
4575 Agency Program Related S and S						
8000 General Fund	282,163	-				
4650 Other Services and Supplies						
8000 General Fund	14,586	-				
4700 Expendable Prop 250 - 5000						
8000 General Fund	39,372	-				
4715 IT Expendable Property						
8000 General Fund	33,240	-				
SERVICES & SUPPLIES						
8000 General Fund	6,063,859	-				
TOTAL SERVICES & SUPPLIES	**$6,063,859**	**-**				
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	1,431,614	-				

Description	Pkg: 124 Opioid Overdose Prevention Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00				
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	-	50,948,669				
EXPENDITURES						
8000 General Fund	9,903,070	50,948,669				
TOTAL EXPENDITURES	**$9,903,070**	**$50,948,669**				
ENDING BALANCE						
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	12	-				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	11.16	-				

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	29,030,720	2,992,572	3,563,551	16,470,715	-	1,044,262
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	2,112,964	-	-	-	2,112,964	-
REVENUE CATEGORIES						
8000 General Fund	29,030,720	2,992,572	3,563,551	16,470,715	-	1,044,262
3400 Other Funds Ltd	2,112,964	-	-	-	2,112,964	-
TOTAL REVENUE CATEGORIES	**$31,143,684**	**$2,992,572**	**$3,563,551**	**$16,470,715**	**$2,112,964**	**$1,044,262**
AVAILABLE REVENUES						
8000 General Fund	29,030,720	2,992,572	3,563,551	16,470,715	-	1,044,262
3400 Other Funds Ltd	2,112,964	-	-	-	2,112,964	-
TOTAL AVAILABLE REVENUES	**$31,143,684**	**$2,992,572**	**$3,563,551**	**$16,470,715**	**$2,112,964**	**$1,044,262**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	12,865,599	1,484,040	1,786,018	8,200,560	-	522,725
3400 Other Funds Ltd	1,059,504	-	-	-	1,059,504	-
All Funds	13,925,103	1,484,040	1,786,018	8,200,560	1,059,504	522,725

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
3170 Overtime Payments						
8000 General Fund	1,128,311	130,149	156,634	719,189	-	45,843
3400 Other Funds Ltd	92,918	-	-	-	92,918	-
All Funds	1,221,229	130,149	156,634	719,189	92,918	45,843
3180 Shift Differential						
8000 General Fund	135,085	15,581	18,753	86,105	-	5,489
3400 Other Funds Ltd	11,123	-	-	-	11,123	-
All Funds	146,208	15,581	18,753	86,105	11,123	5,489
3190 All Other Differential						
8000 General Fund	945,626	109,078	131,273	602,743	-	38,420
3400 Other Funds Ltd	77,872	-	-	-	77,872	-
All Funds	1,023,498	109,078	131,273	602,743	77,872	38,420
SALARIES & WAGES						
8000 General Fund	15,074,621	1,738,848	2,092,678	9,608,597	-	612,477
3400 Other Funds Ltd	1,241,417	-	-	-	1,241,417	-
TOTAL SALARIES & WAGES	**$16,316,038**	**$1,738,848**	**$2,092,678**	**$9,608,597**	**$1,241,417**	**$612,477**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	7,808	793	1,220	5,002	-	366
3400 Other Funds Ltd	610	-	-	-	610	-
All Funds	8,418	793	1,220	5,002	610	366
3220 Public Employees Retire Cont						
8000 General Fund	3,320,984	383,067	461,025	2,116,813	-	134,930

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
3400 Other Funds Ltd	273,492	-	-	-	273,492	-
All Funds	3,594,476	383,067	461,025	2,116,813	273,492	134,930
3230 Social Security Taxes						
8000 General Fund	1,153,220	133,028	160,092	735,057	-	46,854
3400 Other Funds Ltd	94,971	-	-	-	94,971	-
All Funds	1,248,191	133,028	160,092	735,057	94,971	46,854
3240 Unemployment Assessments						
8000 General Fund	27,136	3,131	3,767	17,295	-	1,102
3400 Other Funds Ltd	2,233	-	-	-	2,233	-
All Funds	29,369	3,131	3,767	17,295	2,233	1,102
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	7,424	754	1,160	4,756	-	348
3400 Other Funds Ltd	580	-	-	-	580	-
All Funds	8,004	754	1,160	4,756	580	348
3260 Mass Transit Tax						
8000 General Fund	43,963	8,682	-	29,854	-	3,675
3400 Other Funds Ltd	3,041	-	-	-	3,041	-
All Funds	47,004	8,682	-	29,854	3,041	3,675
3270 Flexible Benefits						
8000 General Fund	4,116,528	457,392	562,944	2,709,168	-	140,736
3400 Other Funds Ltd	351,840	-	-	-	351,840	-
All Funds	4,468,368	457,392	562,944	2,709,168	351,840	140,736
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
8000 General Fund	8,677,063	986,847	1,190,208	5,617,945	-	328,011
3400 Other Funds Ltd	726,767	-	-	-	726,767	-
TOTAL OTHER PAYROLL EXPENSES	**$9,403,830**	**$986,847**	**$1,190,208**	**$5,617,945**	**$726,767**	**$328,011**
PERSONAL SERVICES						
8000 General Fund	23,751,684	2,725,695	3,282,886	15,226,542	-	940,488
3400 Other Funds Ltd	1,968,184	-	-	-	1,968,184	-
TOTAL PERSONAL SERVICES	**$25,719,868**	**$2,725,695**	**$3,282,886**	**$15,226,542**	**$1,968,184**	**$940,488**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	201,553	22,009	28,764	131,040	-	7,889
3400 Other Funds Ltd	16,930	-	-	-	16,930	-
All Funds	218,483	22,009	28,764	131,040	16,930	7,889
4150 Employee Training						
8000 General Fund	181,214	19,500	25,485	116,100	-	6,990
3400 Other Funds Ltd	15,000	-	-	-	15,000	-
All Funds	196,214	19,500	25,485	116,100	15,000	6,990
4175 Office Expenses						
8000 General Fund	931,211	101,686	132,896	605,424	-	36,451
3400 Other Funds Ltd	78,220	-	-	-	78,220	-
All Funds	1,009,431	101,686	132,896	605,424	78,220	36,451
4250 Data Processing						
8000 General Fund	1,401,542	28,028	36,630	166,875	-	10,047

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
3400 Other Funds Ltd	21,560	-	-	-	21,560	-
All Funds	1,423,102	28,028	36,630	166,875	21,560	10,047
4300 Professional Services						
8000 General Fund	806,335	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	155,597	16,991	22,206	101,160	-	6,091
3400 Other Funds Ltd	13,070	-	-	-	13,070	-
All Funds	168,667	16,991	22,206	101,160	13,070	6,091
4700 Expendable Prop 250 - 5000						
8000 General Fund	240,794	42,653	31,914	123,574	-	19,686
4715 IT Expendable Property						
8000 General Fund	74,790	36,010	2,770	-	-	16,620
SERVICES & SUPPLIES						
8000 General Fund	3,993,036	266,877	280,665	1,244,173	-	103,774
3400 Other Funds Ltd	144,780	-	-	-	144,780	-
TOTAL SERVICES & SUPPLIES	**$4,137,816**	**$266,877**	**$280,665**	**$1,244,173**	**$144,780**	**$103,774**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	1,286,000	-	-	-	-	-
EXPENDITURES						
8000 General Fund	29,030,720	2,992,572	3,563,551	16,470,715	-	1,044,262
3400 Other Funds Ltd	2,112,964	-	-	-	2,112,964	-

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 112 Hospital Security Watches Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 120 Measure 17 Compliance Priority: 00
TOTAL EXPENDITURES	**$31,143,684**	**$2,992,572**	**$3,563,551**	**$16,470,715**	**$2,112,964**	**$1,044,262**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	138	13	20	82	10	6
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	129.05	13.00	16.99	77.40	10.00	4.66

Description	Pkg: 123 Optimizing Special Housing Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00				
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	2,526,111	2,433,509				
AVAILABLE REVENUES						
8000 General Fund	2,526,111	2,433,509				
TOTAL AVAILABLE REVENUES	**$2,526,111**	**$2,433,509**				
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	872,256	-				
3170 Overtime Payments						
8000 General Fund	76,496	-				
3180 Shift Differential						
8000 General Fund	9,157	-				
3190 All Other Differential						
8000 General Fund	64,112	-				
SALARIES & WAGES						
8000 General Fund	1,022,021	-				
TOTAL SALARIES & WAGES	**$1,022,021**	**-**				
OTHER PAYROLL EXPENSES						

Description	Pkg: 123 Optimizing Special Housing Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00				
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	427	-				
3220 Public Employees Retire Cont						
8000 General Fund	225,149	-				
3230 Social Security Taxes						
8000 General Fund	78,189	-				
3240 Unemployment Assessments						
8000 General Fund	1,841	-				
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	406	-				
3260 Mass Transit Tax						
8000 General Fund	1,752	-				
3270 Flexible Benefits						
8000 General Fund	246,288	-				
OTHER PAYROLL EXPENSES						
8000 General Fund	554,052	-				
TOTAL OTHER PAYROLL EXPENSES	**$554,052**	**-**				
PERSONAL SERVICES						
8000 General Fund	1,576,073	-				
TOTAL PERSONAL SERVICES	**$1,576,073**	**-**				
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Pkg: 123 Optimizing Special Housing Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00				
8000 General Fund	11,851	-				
4150 Employee Training						
8000 General Fund	10,500	2,639				
4175 Office Expenses						
8000 General Fund	54,754	-				
4250 Data Processing						
8000 General Fund	15,092	1,144,870				
4300 Professional Services						
8000 General Fund	806,335	-				
4650 Other Services and Supplies						
8000 General Fund	9,149	-				
4700 Expendable Prop 250 - 5000						
8000 General Fund	22,967	-				
4715 IT Expendable Property						
8000 General Fund	19,390	-				
SERVICES & SUPPLIES						
8000 General Fund	950,038	1,147,509				
TOTAL SERVICES & SUPPLIES	**$950,038**	**$1,147,509**				
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	-	1,286,000				
EXPENDITURES						
8000 General Fund	2,526,111	2,433,509				

Description	Pkg: 123 Optimizing Special Housing Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00				
TOTAL EXPENDITURES	**$2,526,111**	**$2,433,509**				
ENDING BALANCE						
8000 General Fund	-	-				
TOTAL ENDING BALANCE	**-**	**-**				
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	7	-				
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	7.00	-				

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	4,427,686	-	959,996	280,000	-	994,070
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	206,617	-	-	-	-	-
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	2,153,192	1,120,000	-	-	40,000	-
REVENUE CATEGORIES						
8000 General Fund	4,427,686	-	959,996	280,000	-	994,070
3400 Other Funds Ltd	2,359,809	1,120,000	-	-	40,000	-
TOTAL REVENUE CATEGORIES	**$6,787,495**	**$1,120,000**	**$959,996**	**$280,000**	**$40,000**	**$994,070**
AVAILABLE REVENUES						
8000 General Fund	4,427,686	-	959,996	280,000	-	994,070
3400 Other Funds Ltd	2,359,809	1,120,000	-	-	40,000	-
TOTAL AVAILABLE REVENUES	**$6,787,495**	**$1,120,000**	**$959,996**	**$280,000**	**$40,000**	**$994,070**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
8000 General Fund	1,577,016	-	446,352	-	-	136,872
3400 Other Funds Ltd	113,592	-	-	-	-	-
All Funds	1,690,608	-	446,352	-	-	136,872
3170 Overtime Payments						
8000 General Fund	6,047	-	1,874	-	-	-
3400 Other Funds Ltd	477	-	-	-	-	-
All Funds	6,524	-	1,874	-	-	-
3190 All Other Differential						
8000 General Fund	19,154	-	5,936	-	-	-
3400 Other Funds Ltd	1,511	-	-	-	-	-
All Funds	20,665	-	5,936	-	-	-
SALARIES & WAGES						
8000 General Fund	1,602,217	-	454,162	-	-	136,872
3400 Other Funds Ltd	115,580	-	-	-	-	-
TOTAL SALARIES & WAGES	**$1,717,797**	**-**	**$454,162**	**-**	**-**	**$136,872**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	732	-	183	-	-	61
3400 Other Funds Ltd	61	-	-	-	-	-
All Funds	793	-	183	-	-	61
3220 Public Employees Retire Cont						
8000 General Fund	352,967	-	100,052	-	-	30,153
3400 Other Funds Ltd	25,462	-	-	-	-	-

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
All Funds	378,429	-	100,052	-	-	30,153
3230 Social Security Taxes						
8000 General Fund	122,569	-	34,743	-	-	10,471
3400 Other Funds Ltd	8,842	-	-	-	-	-
All Funds	131,411	-	34,743	-	-	10,471
3240 Unemployment Assessments						
8000 General Fund	2,884	-	818	-	-	246
3400 Other Funds Ltd	208	-	-	-	-	-
All Funds	3,092	-	818	-	-	246
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	696	-	174	-	-	58
3400 Other Funds Ltd	58	-	-	-	-	-
All Funds	754	-	174	-	-	58
3260 Mass Transit Tax						
8000 General Fund	9,613	-	2,725	-	-	821
3400 Other Funds Ltd	693	-	-	-	-	-
All Funds	10,306	-	2,725	-	-	821
3270 Flexible Benefits						
8000 General Fund	422,208	-	105,552	-	-	35,184
3400 Other Funds Ltd	35,184	-	-	-	-	-
All Funds	457,392	-	105,552	-	-	35,184
OTHER PAYROLL EXPENSES						
8000 General Fund	911,669	-	244,247	-	-	76,994

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
3400 Other Funds Ltd	70,508	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$982,177**	**-**	**$244,247**	**-**	**-**	**$76,994**
PERSONAL SERVICES						
8000 General Fund	2,513,886	-	698,409	-	-	213,866
3400 Other Funds Ltd	186,088	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$2,699,974**	**-**	**$698,409**	**-**	**-**	**$213,866**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	20,316	-	5,079	-	-	1,693
3400 Other Funds Ltd	1,693	-	-	-	-	-
All Funds	22,009	-	5,079	-	-	1,693
4150 Employee Training						
8000 General Fund	78,375	-	4,500	-	-	61,875
3400 Other Funds Ltd	1,500	-	-	-	-	-
All Funds	79,875	-	4,500	-	-	61,875
4175 Office Expenses						
8000 General Fund	93,864	-	23,466	-	-	7,822
3400 Other Funds Ltd	7,822	-	-	-	-	-
All Funds	101,686	-	23,466	-	-	7,822
4250 Data Processing						
8000 General Fund	305,872	-	6,468	280,000	-	2,156
3400 Other Funds Ltd	2,156	-	-	-	-	-

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
All Funds	308,028	-	6,468	280,000	-	2,156
4300 Professional Services						
8000 General Fund	699,300	-	-	-	-	699,300
4315 IT Professional Services						
8000 General Fund	200,000	-	200,000	-	-	-
4575 Agency Program Related S and S						
8000 General Fund	282,163	-	-	-	-	-
4625 Other COP Costs						
3400 Other Funds Ltd	2,153,192	1,120,000	-	-	40,000	-
4650 Other Services and Supplies						
8000 General Fund	15,684	-	3,921	-	-	1,307
3400 Other Funds Ltd	1,307	-	-	-	-	-
All Funds	16,991	-	3,921	-	-	1,307
4700 Expendable Prop 250 - 5000						
8000 General Fund	39,372	-	9,843	-	-	3,281
3400 Other Funds Ltd	3,281	-	-	-	-	-
All Funds	42,653	-	9,843	-	-	3,281
4715 IT Expendable Property						
8000 General Fund	33,240	-	8,310	-	-	2,770
3400 Other Funds Ltd	2,770	-	-	-	-	-
All Funds	36,010	-	8,310	-	-	2,770
SERVICES & SUPPLIES						
8000 General Fund	1,768,186	-	261,587	280,000	-	780,204

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 105 Research & Data FTE and Contracting Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00
3400 Other Funds Ltd	2,173,721	1,120,000	-	-	40,000	-
TOTAL SERVICES & SUPPLIES	**$3,941,907**	**$1,120,000**	**$261,587**	**$280,000**	**$40,000**	**$780,204**
CAPITAL OUTLAY						
5200 Technical Equipment						
8000 General Fund	145,614	-	-	-	-	-
EXPENDITURES						
8000 General Fund	4,427,686	-	959,996	280,000	-	994,070
3400 Other Funds Ltd	2,359,809	1,120,000	-	-	40,000	-
TOTAL EXPENDITURES	**$6,787,495**	**$1,120,000**	**$959,996**	**$280,000**	**$40,000**	**$994,070**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	13	-	3	-	-	1
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	13.00	-	3.00	-	-	1.00

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	434,771	-	-	413,235	1,345,614	
CHARGES FOR SERVICES						
0410 Charges for Services						
3400 Other Funds Ltd	-	-	206,617	-	-	
BOND SALES						
0555 General Fund Obligation Bonds						
3400 Other Funds Ltd	-	993,192	-	-	-	
REVENUE CATEGORIES						
8000 General Fund	434,771	-	-	413,235	1,345,614	
3400 Other Funds Ltd	-	993,192	206,617	-	-	
TOTAL REVENUE CATEGORIES	**$434,771**	**$993,192**	**$206,617**	**$413,235**	**$1,345,614**	
AVAILABLE REVENUES						
8000 General Fund	434,771	-	-	413,235	1,345,614	
3400 Other Funds Ltd	-	993,192	206,617	-	-	
TOTAL AVAILABLE REVENUES	**$434,771**	**$993,192**	**$206,617**	**$413,235**	**$1,345,614**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
8000 General Fund	243,408	-	-	227,184	523,200	
3400 Other Funds Ltd	-	-	113,592	-	-	
All Funds	243,408	-	113,592	227,184	523,200	
3170 Overtime Payments						
8000 General Fund	1,022	-	-	954	2,197	
3400 Other Funds Ltd	-	-	477	-	-	
All Funds	1,022	-	477	954	2,197	
3190 All Other Differential						
8000 General Fund	3,237	-	-	3,022	6,959	
3400 Other Funds Ltd	-	-	1,511	-	-	
All Funds	3,237	-	1,511	3,022	6,959	
SALARIES & WAGES						
8000 General Fund	247,667	-	-	231,160	532,356	
3400 Other Funds Ltd	-	-	115,580	-	-	
TOTAL SALARIES & WAGES	**$247,667**	**-**	**$115,580**	**$231,160**	**$532,356**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	122	-	-	122	244	
3400 Other Funds Ltd	-	-	61	-	-	
All Funds	122	-	61	122	244	
3220 Public Employees Retire Cont						
8000 General Fund	54,561	-	-	50,924	117,277	
3400 Other Funds Ltd	-	-	25,462	-	-	

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
All Funds	54,561	-	25,462	50,924	117,277	
3230 Social Security Taxes						
8000 General Fund	18,947	-	-	17,684	40,724	
3400 Other Funds Ltd	-	-	8,842	-	-	
All Funds	18,947	-	8,842	17,684	40,724	
3240 Unemployment Assessments						
8000 General Fund	446	-	-	416	958	
3400 Other Funds Ltd	-	-	208	-	-	
All Funds	446	-	208	416	958	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	116	-	-	116	232	
3400 Other Funds Ltd	-	-	58	-	-	
All Funds	116	-	58	116	232	
3260 Mass Transit Tax						
8000 General Fund	1,486	-	-	1,387	3,194	
3400 Other Funds Ltd	-	-	693	-	-	
All Funds	1,486	-	693	1,387	3,194	
3270 Flexible Benefits						
8000 General Fund	70,368	-	-	70,368	140,736	
3400 Other Funds Ltd	-	-	35,184	-	-	
All Funds	70,368	-	35,184	70,368	140,736	
OTHER PAYROLL EXPENSES						
8000 General Fund	146,046	-	-	141,017	303,365	

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
3400 Other Funds Ltd	-	-	70,508	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$146,046**	**-**	**$70,508**	**$141,017**	**$303,365**	
PERSONAL SERVICES						
8000 General Fund	393,713	-	-	372,177	835,721	
3400 Other Funds Ltd	-	-	186,088	-	-	
TOTAL PERSONAL SERVICES	**$393,713**	**-**	**$186,088**	**$372,177**	**$835,721**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	3,386	-	-	3,386	6,772	
3400 Other Funds Ltd	-	-	1,693	-	-	
All Funds	3,386	-	1,693	3,386	6,772	
4150 Employee Training						
8000 General Fund	3,000	-	-	3,000	6,000	
3400 Other Funds Ltd	-	-	1,500	-	-	
All Funds	3,000	-	1,500	3,000	6,000	
4175 Office Expenses						
8000 General Fund	15,644	-	-	15,644	31,288	
3400 Other Funds Ltd	-	-	7,822	-	-	
All Funds	15,644	-	7,822	15,644	31,288	
4250 Data Processing						
8000 General Fund	4,312	-	-	4,312	8,624	
3400 Other Funds Ltd	-	-	2,156	-	-	

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
All Funds	4,312	-	2,156	4,312	8,624	
4575 Agency Program Related S and S						
8000 General Fund	-	-	-	-	282,163	
4625 Other COP Costs						
3400 Other Funds Ltd	-	993,192	-	-	-	
4650 Other Services and Supplies						
8000 General Fund	2,614	-	-	2,614	5,228	
3400 Other Funds Ltd	-	-	1,307	-	-	
All Funds	2,614	-	1,307	2,614	5,228	
4700 Expendable Prop 250 - 5000						
8000 General Fund	6,562	-	-	6,562	13,124	
3400 Other Funds Ltd	-	-	3,281	-	-	
All Funds	6,562	-	3,281	6,562	13,124	
4715 IT Expendable Property						
8000 General Fund	5,540	-	-	5,540	11,080	
3400 Other Funds Ltd	-	-	2,770	-	-	
All Funds	5,540	-	2,770	5,540	11,080	
SERVICES & SUPPLIES						
8000 General Fund	41,058	-	-	41,058	364,279	
3400 Other Funds Ltd	-	993,192	20,529	-	-	
TOTAL SERVICES & SUPPLIES	**$41,058**	**$993,192**	**$20,529**	**$41,058**	**$364,279**	
CAPITAL OUTLAY						
5200 Technical Equipment						

Description	Pkg: 109 Central Support Initiatives Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 114 Payroll Cost Savings Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00	
8000 General Fund	-	-	-	-	145,614	
EXPENDITURES						
8000 General Fund	434,771	-	-	413,235	1,345,614	
3400 Other Funds Ltd	-	993,192	206,617	-	-	
TOTAL EXPENDITURES	**$434,771**	**$993,192**	**$206,617**	**$413,235**	**$1,345,614**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	-	-	-	-	
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	2	-	1	2	4	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	2.00	-	1.00	2.00	4.00	

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	49,449,401	2,232,229	5,200,000	3,970,835	1,270,996	1,078,030
AVAILABLE REVENUES						
8000 General Fund	49,449,401	2,232,229	5,200,000	3,970,835	1,270,996	1,078,030
TOTAL AVAILABLE REVENUES	**$49,449,401**	**$2,232,229**	**$5,200,000**	**$3,970,835**	**$1,270,996**	**$1,078,030**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	15,747,672	1,238,496	-	1,548,000	583,344	591,072
3400 Other Funds Ltd	398,448	-	-	-	-	-
All Funds	16,146,120	1,238,496	-	1,548,000	583,344	591,072
3170 Overtime Payments						
8000 General Fund	53,016	16,967	-	-	-	8,098
3400 Other Funds Ltd	5,459	-	-	-	-	-
All Funds	58,475	16,967	-	-	-	8,098
3190 All Other Differential						
8000 General Fund	210,836	27,618	-	-	-	13,180
3400 Other Funds Ltd	8,885	-	-	-	-	-
All Funds	219,721	27,618	-	-	-	13,180
SALARIES & WAGES						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
8000 General Fund	16,011,524	1,283,081	-	1,548,000	583,344	612,350
3400 Other Funds Ltd	412,792	-	-	-	-	-
TOTAL SALARIES & WAGES	**$16,424,316**	**$1,283,081**	**-**	**$1,548,000**	**$583,344**	**$612,350**
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	6,893	610	-	610	244	305
3400 Other Funds Ltd	183	-	-	-	-	-
All Funds	7,076	610	-	610	244	305
3220 Public Employees Retire Cont						
8000 General Fund	3,527,321	282,662	-	341,022	128,509	134,900
3400 Other Funds Ltd	90,938	-	-	-	-	-
All Funds	3,618,259	282,662	-	341,022	128,509	134,900
3230 Social Security Taxes						
8000 General Fund	1,224,873	98,158	-	118,419	44,624	46,844
3400 Other Funds Ltd	31,579	-	-	-	-	-
All Funds	1,256,452	98,158	-	118,419	44,624	46,844
3240 Unemployment Assessments						
8000 General Fund	28,822	2,310	-	2,786	1,050	1,102
3400 Other Funds Ltd	743	-	-	-	-	-
All Funds	29,565	2,310	-	2,786	1,050	1,102
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	6,554	580	-	580	232	290
3400 Other Funds Ltd	174	-	-	-	-	-

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
All Funds	6,728	580	-	580	232	290
3260 Mass Transit Tax						
8000 General Fund	96,068	7,698	-	9,288	3,500	3,674
3400 Other Funds Ltd	2,477	-	-	-	-	-
All Funds	98,545	7,698	-	9,288	3,500	3,674
3270 Flexible Benefits						
8000 General Fund	3,975,792	351,840	-	351,840	140,736	175,920
3400 Other Funds Ltd	105,552	-	-	-	-	-
All Funds	4,081,344	351,840	-	351,840	140,736	175,920
OTHER PAYROLL EXPENSES						
8000 General Fund	8,866,323	743,858	-	824,545	318,895	363,035
3400 Other Funds Ltd	231,646	-	-	-	-	-
TOTAL OTHER PAYROLL EXPENSES	**$9,097,969**	**$743,858**	**-**	**$824,545**	**$318,895**	**$363,035**
PERSONAL SERVICES						
8000 General Fund	24,877,847	2,026,939	-	2,372,545	902,239	975,385
3400 Other Funds Ltd	644,438	-	-	-	-	-
TOTAL PERSONAL SERVICES	**$25,522,285**	**$2,026,939**	**-**	**$2,372,545**	**$902,239**	**$975,385**
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	281,017	16,930	-	64,930	6,772	8,465
3400 Other Funds Ltd	5,079	-	-	-	-	-
All Funds	286,096	16,930	-	64,930	6,772	8,465

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
4150 Employee Training						
8000 General Fund	1,014,404	15,000	-	15,000	6,000	7,500
3400 Other Funds Ltd	4,500	-	-	-	-	-
All Funds	1,018,904	15,000	-	15,000	6,000	7,500
4175 Office Expenses						
8000 General Fund	883,886	78,220	-	78,220	31,288	39,110
3400 Other Funds Ltd	23,466	-	-	-	-	-
All Funds	907,352	78,220	-	78,220	31,288	39,110
4250 Data Processing						
8000 General Fund	908,269	21,560	-	399,560	295,265	10,780
3400 Other Funds Ltd	6,468	-	-	-	-	-
All Funds	914,737	21,560	-	399,560	295,265	10,780
4300 Professional Services						
8000 General Fund	1,625,260	-	-	-	-	-
4315 IT Professional Services						
8000 General Fund	967,000	-	-	967,000	-	-
4475 Facilities Maintenance						
8000 General Fund	12,860,264	-	-	-	-	-
4650 Other Services and Supplies						
8000 General Fund	147,691	13,070	-	13,070	5,228	6,535
3400 Other Funds Ltd	3,921	-	-	-	-	-
All Funds	151,612	13,070	-	13,070	5,228	6,535
4700 Expendable Prop 250 - 5000						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
8000 General Fund	370,753	32,810	-	32,810	13,124	16,405
3400 Other Funds Ltd	9,843	-	-	-	-	-
All Funds	380,596	32,810	-	32,810	13,124	16,405
4715 IT Expendable Property						
8000 General Fund	5,513,010	27,700	5,200,000	27,700	11,080	13,850
3400 Other Funds Ltd	8,310	-	-	-	-	-
All Funds	5,521,320	27,700	5,200,000	27,700	11,080	13,850
SERVICES & SUPPLIES						
8000 General Fund	24,571,554	205,290	5,200,000	1,598,290	368,757	102,645
3400 Other Funds Ltd	61,587	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	**$24,633,141**	**$205,290**	**$5,200,000**	**$1,598,290**	**$368,757**	**$102,645**
EXPENDITURES						
8000 General Fund	49,449,401	2,232,229	5,200,000	3,970,835	1,270,996	1,078,030
3400 Other Funds Ltd	706,025	-	-	-	-	-
TOTAL EXPENDITURES	**$50,155,426**	**$2,232,229**	**$5,200,000**	**$3,970,835**	**$1,270,996**	**$1,078,030**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
3400 Other Funds Ltd	(706,025)	-	-	-	-	-
TOTAL ENDING BALANCE	**($706,025)**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	116	10	-	10	4	5
AUTHORIZED FTE						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 106 IT Systems Sustainability Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 108 DOC Intranet Priority: 00	Pkg: 109 Central Support Initiatives Priority: 00
8250 Class/Unclass FTE Positions	116.00	10.00	-	10.00	4.00	5.00

Description	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	12,006,202	-	16,351,028	2,052,686	5,287,395	
AVAILABLE REVENUES						
8000 General Fund	12,006,202	-	16,351,028	2,052,686	5,287,395	
TOTAL AVAILABLE REVENUES	**$12,006,202**	**-**	**$16,351,028**	**$2,052,686**	**$5,287,395**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	681,552	-	9,065,040	1,146,960	893,208	
3400 Other Funds Ltd	-	398,448	-	-	-	
All Funds	681,552	398,448	9,065,040	1,146,960	893,208	
3170 Overtime Payments						
8000 General Fund	-	-	-	15,714	12,237	
3400 Other Funds Ltd	-	5,459	-	-	-	
All Funds	-	5,459	-	15,714	12,237	
3190 All Other Differential						
8000 General Fund	-	-	124,543	25,576	19,919	
3400 Other Funds Ltd	-	8,885	-	-	-	
All Funds	-	8,885	124,543	25,576	19,919	
SALARIES & WAGES						

Description	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	
8000 General Fund	681,552	-	9,189,583	1,188,250	925,364	
3400 Other Funds Ltd	-	412,792	-	-	-	
TOTAL SALARIES & WAGES	**$681,552**	**$412,792**	**$9,189,583**	**$1,188,250**	**$925,364**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	305	-	3,843	549	427	
3400 Other Funds Ltd	-	183	-	-	-	
All Funds	305	183	3,843	549	427	
3220 Public Employees Retire Cont						
8000 General Fund	150,145	-	2,024,451	261,774	203,858	
3400 Other Funds Ltd	-	90,938	-	-	-	
All Funds	150,145	90,938	2,024,451	261,774	203,858	
3230 Social Security Taxes						
8000 General Fund	52,138	-	702,993	90,906	70,791	
3400 Other Funds Ltd	-	31,579	-	-	-	
All Funds	52,138	31,579	702,993	90,906	70,791	
3240 Unemployment Assessments						
8000 General Fund	1,227	-	16,543	2,139	1,665	
3400 Other Funds Ltd	-	743	-	-	-	
All Funds	1,227	743	16,543	2,139	1,665	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	290	-	3,654	522	406	
3400 Other Funds Ltd	-	174	-	-	-	

Description	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	
All Funds	290	174	3,654	522	406	
3260 Mass Transit Tax						
8000 General Fund	4,089	-	55,138	7,129	5,552	
3400 Other Funds Ltd	-	2,477	-	-	-	
All Funds	4,089	2,477	55,138	7,129	5,552	
3270 Flexible Benefits						
8000 General Fund	175,920	-	2,216,592	316,656	246,288	
3400 Other Funds Ltd	-	105,552	-	-	-	
All Funds	175,920	105,552	2,216,592	316,656	246,288	
OTHER PAYROLL EXPENSES						
8000 General Fund	384,114	-	5,023,214	679,675	528,987	
3400 Other Funds Ltd	-	231,646	-	-	-	
TOTAL OTHER PAYROLL EXPENSES	**$384,114**	**$231,646**	**$5,023,214**	**$679,675**	**$528,987**	
PERSONAL SERVICES						
8000 General Fund	1,065,666	-	14,212,797	1,867,925	1,454,351	
3400 Other Funds Ltd	-	644,438	-	-	-	
TOTAL PERSONAL SERVICES	**$1,065,666**	**$644,438**	**$14,212,797**	**$1,867,925**	**$1,454,351**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	50,173	-	106,659	15,237	11,851	
3400 Other Funds Ltd	-	5,079	-	-	-	
All Funds	50,173	5,079	106,659	15,237	11,851	

Description	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	
4150 Employee Training						
8000 General Fund	7,500	-	939,404	13,500	10,500	
3400 Other Funds Ltd	-	4,500	-	-	-	
All Funds	7,500	4,500	939,404	13,500	10,500	
4175 Office Expenses						
8000 General Fund	39,110	-	492,786	70,398	54,754	
3400 Other Funds Ltd	-	23,466	-	-	-	
All Funds	39,110	23,466	492,786	70,398	54,754	
4250 Data Processing						
8000 General Fund	10,780	-	135,828	19,404	15,092	
3400 Other Funds Ltd	-	6,468	-	-	-	
All Funds	10,780	6,468	135,828	19,404	15,092	
4300 Professional Services						
8000 General Fund	-	-	-	-	1,625,260	
4475 Facilities Maintenance						
8000 General Fund	10,796,183	-	-	-	2,064,081	
4650 Other Services and Supplies						
8000 General Fund	6,535	-	82,341	11,763	9,149	
3400 Other Funds Ltd	-	3,921	-	-	-	
All Funds	6,535	3,921	82,341	11,763	9,149	
4700 Expendable Prop 250 - 5000						
8000 General Fund	16,405	-	206,703	29,529	22,967	
3400 Other Funds Ltd	-	9,843	-	-	-	

Description	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00	Pkg: 113 Other Funds Position Creation Priority: 00	Pkg: 116 IT Services Staffing Priority: 00	Pkg: 117 HR Staffing Priority: 00	Pkg: 119 Safety & Fire Compliance Priority: 00	
All Funds	16,405	9,843	206,703	29,529	22,967	
4715 IT Expendable Property						
8000 General Fund	13,850	-	174,510	24,930	19,390	
3400 Other Funds Ltd	-	8,310	-	-	-	
All Funds	13,850	8,310	174,510	24,930	19,390	
SERVICES & SUPPLIES						
8000 General Fund	10,940,536	-	2,138,231	184,761	3,833,044	
3400 Other Funds Ltd	-	61,587	-	-	-	
TOTAL SERVICES & SUPPLIES	**$10,940,536**	**$61,587**	**$2,138,231**	**$184,761**	**$3,833,044**	
EXPENDITURES						
8000 General Fund	12,006,202	-	16,351,028	2,052,686	5,287,395	
3400 Other Funds Ltd	-	706,025	-	-	-	
TOTAL EXPENDITURES	**$12,006,202**	**$706,025**	**$16,351,028**	**$2,052,686**	**$5,287,395**	
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	
3400 Other Funds Ltd	-	(706,025)	-	-	-	
TOTAL ENDING BALANCE	**-**	**($706,025)**	**-**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	5	3	63	9	7	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	5.00	3.00	63.00	9.00	7.00	

Description	Total Policy Packages	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00			
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	50,948,669	-	50,948,669			
AVAILABLE REVENUES						
8000 General Fund	50,948,669	-	50,948,669			
TOTAL AVAILABLE REVENUES	**$50,948,669**	**-**	**$50,948,669**			
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	304,680	304,680	-			
3190 All Other Differential						
8000 General Fund	14,533	14,533	-			
SALARIES & WAGES						
8000 General Fund	319,213	319,213	-			
TOTAL SALARIES & WAGES	**$319,213**	**$319,213**	**-**			
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	183	183	-			
3220 Public Employees Retire Cont						
8000 General Fund	70,323	70,323	-			

Description	Total Policy Packages	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00			
3230 Social Security Taxes						
8000 General Fund	24,419	24,419	-			
3240 Unemployment Assessments						
8000 General Fund	575	575	-			
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	174	174	-			
3260 Mass Transit Tax						
8000 General Fund	1,915	1,915	-			
3270 Flexible Benefits						
8000 General Fund	105,552	105,552	-			
OTHER PAYROLL EXPENSES						
8000 General Fund	203,141	203,141	-			
TOTAL OTHER PAYROLL EXPENSES	**$203,141**	**$203,141**	**-**			
PERSONAL SERVICES						
8000 General Fund	522,354	522,354	-			
TOTAL PERSONAL SERVICES	**$522,354**	**$522,354**	**-**			
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	5,079	5,079	-			
4150 Employee Training						
8000 General Fund	4,500	4,500	-			
4175 Office Expenses						

Description	Total Policy Packages	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00			
8000 General Fund	23,466	23,466	-			
4250 Data Processing						
8000 General Fund	6,468	6,468	-			
4650 Other Services and Supplies						
8000 General Fund	3,921	3,921	-			
4700 Expendable Prop 250 - 5000						
8000 General Fund	9,843	9,843	-			
4715 IT Expendable Property						
8000 General Fund	8,310	8,310	-			
SERVICES & SUPPLIES						
8000 General Fund	61,587	61,587	-			
TOTAL SERVICES & SUPPLIES	**$61,587**	**$61,587**	**-**			
SPECIAL PAYMENTS						
6020 Dist to Counties						
8000 General Fund	50,364,728	(583,941)	50,948,669			
EXPENDITURES						
8000 General Fund	50,948,669	-	50,948,669			
TOTAL EXPENDITURES	**$50,948,669**	**-**	**$50,948,669**			
ENDING BALANCE						
8000 General Fund	-	-	-			
TOTAL ENDING BALANCE	**-**	**-**	**-**			
AUTHORIZED POSITIONS						

Description	Total Policy Packages	Pkg: 104 Linn & Douglas FTE Adjustment Priority: 00	Pkg: 125 Community Corrections Rate Study Priority: 00			
8150 Class/Unclass Positions	3	3	-			
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	3.00	3.00	-			

Description	Total Policy Packages	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	20,402,011	3,700,000	4,642,129	-	5,935,935	6,123,947
AVAILABLE REVENUES						
8000 General Fund	20,402,011	3,700,000	4,642,129	-	5,935,935	6,123,947
TOTAL AVAILABLE REVENUES	**$20,402,011**	**$3,700,000**	**$4,642,129**	**-**	**$5,935,935**	**$6,123,947**
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	13,568,326	-	2,269,850	7,541,103	2,845,840	911,533
3170 Overtime Payments						
8000 General Fund	497,956	-	83,303	276,758	104,442	33,453
3180 Shift Differential						
8000 General Fund	153,321	-	25,649	85,214	32,158	10,300
3190 All Other Differential						
8000 General Fund	894,153	-	149,583	496,959	187,541	60,070
SALARIES & WAGES						
8000 General Fund	15,113,756	-	2,528,385	8,400,034	3,169,981	1,015,356
TOTAL SALARIES & WAGES	**$15,113,756**	**-**	**$2,528,385**	**$8,400,034**	**$3,169,981**	**$1,015,356**
OTHER PAYROLL EXPENSES						

Description	Total Policy Packages	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	7,625	-	1,403	3,294	2,440	488
3220 Public Employees Retire Cont						
8000 General Fund	3,329,572	-	557,000	1,850,540	698,348	223,684
3230 Social Security Taxes						
8000 General Fund	1,148,862	-	193,426	635,243	242,517	77,676
3240 Unemployment Assessments						
8000 General Fund	27,205	-	4,551	15,120	5,706	1,828
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	7,250	-	1,334	3,132	2,320	464
3260 Mass Transit Tax						
8000 General Fund	90,682	-	15,170	50,400	19,020	6,092
3270 Flexible Benefits						
8000 General Fund	3,905,424	-	809,232	1,794,384	1,055,520	246,288
OTHER PAYROLL EXPENSES						
8000 General Fund	8,516,620	-	1,582,116	4,352,113	2,025,871	556,520
TOTAL OTHER PAYROLL EXPENSES	**$8,516,620**	**-**	**$1,582,116**	**$4,352,113**	**$2,025,871**	**$556,520**
PERSONAL SERVICES						
8000 General Fund	23,630,376	-	4,110,501	12,752,147	5,195,852	1,571,876
TOTAL PERSONAL SERVICES	**$23,630,376**	**-**	**$4,110,501**	**$12,752,147**	**$5,195,852**	**$1,571,876**
SERVICES & SUPPLIES						
4100 Instate Travel						

Description	Total Policy Packages	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00
8000 General Fund	191,512	-	34,199	86,952	58,239	12,122
4150 Employee Training						
8000 General Fund	169,680	-	30,300	77,040	51,600	10,740
4175 Office Expenses						
8000 General Fund	884,825	-	158,004	401,738	269,077	56,006
4250 Data Processing						
8000 General Fund	243,886	-	43,551	110,732	74,166	15,437
4300 Professional Services						
8000 General Fund	3,800,000	3,700,000	100,000	-	-	-
4525 Medical Services and Supplies						
8000 General Fund	(9,422,491)	-	-	(13,822,491)	-	4,400,000
4650 Other Services and Supplies						
8000 General Fund	147,848	-	26,401	67,128	44,961	9,358
4700 Expendable Prop 250 - 5000						
8000 General Fund	410,125	-	75,463	177,174	131,240	26,248
4715 IT Expendable Property						
8000 General Fund	346,250	-	63,710	149,580	110,800	22,160
SERVICES & SUPPLIES						
8000 General Fund	(3,228,365)	3,700,000	531,628	(12,752,147)	740,083	4,552,071
TOTAL SERVICES & SUPPLIES	**($3,228,365)**	**$3,700,000**	**$531,628**	**($12,752,147)**	**$740,083**	**$4,552,071**
EXPENDITURES						
8000 General Fund	20,402,011	3,700,000	4,642,129	-	5,935,935	6,123,947

Description	Total Policy Packages	Pkg: 103 Electronic Health Records Priority: 00	Pkg: 115 Westside Infirmary Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	Pkg: 122 Certified Medication Aides Priority: 00	Pkg: 124 Opioid Overdose Prevention Priority: 00
TOTAL EXPENDITURES	**$20,402,011**	**$3,700,000**	**$4,642,129**	**-**	**$5,935,935**	**$6,123,947**
ENDING BALANCE						
8000 General Fund	-	-	-	-	-	-
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	125	-	23	54	40	8
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	113.12	-	20.20	51.36	34.40	7.16

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8000 General Fund	3,145,554	1,403,397	1,371,690	370,467	-	
AVAILABLE REVENUES						
8000 General Fund	3,145,554	1,403,397	1,371,690	370,467	-	
TOTAL AVAILABLE REVENUES	**$3,145,554**	**$1,403,397**	**$1,371,690**	**$370,467**	**-**	
EXPENDITURES						
PERSONAL SERVICES						
SALARIES & WAGES						
3110 Class/Unclass Sal. and Per Diem						
8000 General Fund	1,101,816	-	772,176	192,768	136,872	
3170 Overtime Payments						
8000 General Fund	9,475	-	6,640	1,658	1,177	
3190 All Other Differential						
8000 General Fund	22,588	-	15,830	3,952	2,806	
SALARIES & WAGES						
8000 General Fund	1,133,879	-	794,646	198,378	140,855	
TOTAL SALARIES & WAGES	**$1,133,879**	**-**	**$794,646**	**$198,378**	**$140,855**	
OTHER PAYROLL EXPENSES						
3210 Empl. Rel. Bd. Assessments						
8000 General Fund	549	-	366	122	61	

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	
3220 Public Employees Retire Cont						
8000 General Fund	249,792	-	175,060	43,702	31,030	
3230 Social Security Taxes						
8000 General Fund	86,745	-	60,793	15,176	10,776	
3240 Unemployment Assessments						
8000 General Fund	2,042	-	1,431	357	254	
3250 Workers Comp. Assess. (WCD)						
8000 General Fund	522	-	348	116	58	
3260 Mass Transit Tax						
8000 General Fund	6,803	-	4,768	1,190	845	
3270 Flexible Benefits						
8000 General Fund	316,656	-	211,104	70,368	35,184	
OTHER PAYROLL EXPENSES						
8000 General Fund	663,109	-	453,870	131,031	78,208	
TOTAL OTHER PAYROLL EXPENSES	**$663,109**	**-**	**$453,870**	**$131,031**	**$78,208**	
PERSONAL SERVICES						
8000 General Fund	1,796,988	-	1,248,516	329,409	219,063	
TOTAL PERSONAL SERVICES	**$1,796,988**	**-**	**$1,248,516**	**$329,409**	**$219,063**	
SERVICES & SUPPLIES						
4100 Instate Travel						
8000 General Fund	15,237	-	10,158	3,386	1,693	
4150 Employee Training						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	
8000 General Fund	13,500	-	9,000	3,000	1,500	
4175 Office Expenses						
8000 General Fund	70,398	-	46,932	15,644	7,822	
4250 Data Processing						
8000 General Fund	19,404	-	12,936	4,312	2,156	
4300 Professional Services						
8000 General Fund	1,403,397	1,403,397	-	-	-	
4525 Medical Services and Supplies						
8000 General Fund	(239,592)	-	-	-	(239,592)	
4650 Other Services and Supplies						
8000 General Fund	11,763	-	7,842	2,614	1,307	
4700 Expendable Prop 250 - 5000						
8000 General Fund	29,529	-	19,686	6,562	3,281	
4715 IT Expendable Property						
8000 General Fund	24,930	-	16,620	5,540	2,770	
SERVICES & SUPPLIES						
8000 General Fund	1,348,566	1,403,397	123,174	41,058	(219,063)	
TOTAL SERVICES & SUPPLIES	**$1,348,566**	**$1,403,397**	**$123,174**	**$41,058**	**($219,063)**	
EXPENDITURES						
8000 General Fund	3,145,554	1,403,397	1,371,690	370,467	-	
TOTAL EXPENDITURES	**$3,145,554**	**$1,403,397**	**$1,371,690**	**$370,467**	**-**	
ENDING BALANCE						

Description	Total Policy Packages	Pkg: 101 Norway Best Practices Priority: 00	Pkg: 111 Correctional Services & Operations FTE Priority: 00	Pkg: 118 CJIS Compliance Priority: 00	Pkg: 121 Healthcare Staffing Conversion Priority: 00	
8000 General Fund	-	-	-	-	-	
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	
AUTHORIZED POSITIONS						
8150 Class/Unclass Positions	9	-	6	2	1	
AUTHORIZED FTE						
8250 Class/Unclass FTE Positions	9.00	-	6.00	2.00	1.00	

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00		
REVENUE CATEGORIES						
GENERAL FUND APPROPRIATION						
0050 General Fund Appropriation						
8030 General Fund Debt Svc	8,453,770	3,122,881	408,149	4,922,740		
AVAILABLE REVENUES						
8030 General Fund Debt Svc	8,453,770	3,122,881	408,149	4,922,740		
TOTAL AVAILABLE REVENUES	**$8,453,770**	**$3,122,881**	**$408,149**	**$4,922,740**		
EXPENDITURES						
DEBT SERVICE						
7100 Principal - Bonds						
8030 General Fund Debt Svc	4,525,000	1,050,000	315,000	3,160,000		
7150 Interest - Bonds						
8030 General Fund Debt Svc	3,928,770	2,072,881	93,149	1,762,740		
DEBT SERVICE						
8030 General Fund Debt Svc	8,453,770	3,122,881	408,149	4,922,740		
TOTAL DEBT SERVICE	**$8,453,770**	**$3,122,881**	**$408,149**	**$4,922,740**		
ENDING BALANCE						
8030 General Fund Debt Svc	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

Description	Total Policy Packages	Pkg: 102 Public Safety Center Campus (PSCC) Priority: 00	Pkg: 107 Corrections Information System Rebuild Priority: 00	Pkg: 110 Capital Renewal & Deferred Maintenance Priority: 00		
REVENUE CATEGORIES						
BOND SALES						
0555 General Fund Obligation Bonds						
3020 Other Funds Cap Construct	130,246,808	75,000,000	1,650,000	53,596,808		
AVAILABLE REVENUES						
3020 Other Funds Cap Construct	130,246,808	75,000,000	1,650,000	53,596,808		
TOTAL AVAILABLE REVENUES	**$130,246,808**	**$75,000,000**	**$1,650,000**	**$53,596,808**		
EXPENDITURES						
CAPITAL OUTLAY						
5550 Data Processing Software						
3020 Other Funds Cap Construct	1,650,000	-	1,650,000	-		
5800 Professional Services						
3020 Other Funds Cap Construct	1,024,088	-	-	1,024,088		
5900 Other Capital Outlay						
3020 Other Funds Cap Construct	127,572,720	75,000,000	-	52,572,720		
CAPITAL OUTLAY						
3020 Other Funds Cap Construct	130,246,808	75,000,000	1,650,000	53,596,808		
TOTAL CAPITAL OUTLAY	**$130,246,808**	**$75,000,000**	**$1,650,000**	**$53,596,808**		
ENDING BALANCE						
3020 Other Funds Cap Construct	-	-	-	-		
TOTAL ENDING BALANCE	**-**	**-**	**-**	**-**		

SUMMARY XREF:003-00-00 000 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AP	OFFICE SPECIALIST 1	6	6.00	144.00	3,217.33	463,296				463,296
000	AAONC0104	AP	OFFICE SPECIALIST 2	93	92.50	2220.00	4,077.29	9,060,924				9,060,924
000	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	4,733.00	113,592				113,592
000	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	14	14.00	336.00	5,048.50	1,696,296				1,696,296
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	22	22.00	528.00	4,533.86	2,393,880				2,393,880
000	AAONC0119	AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,950.00	118,800				118,800
000	AAONC0211	AP	ACCOUNTING TECHNICIAN 2	2	2.00	48.00	4,733.00	227,184				227,184
000	AAONC0323	AP	PUBLIC SERVICE REP 3	1	1.00	24.00	3,944.00	94,656				94,656
000	AAONC0759	AP	SUPPLY SPECIALIST 2	3	3.00	72.00	5,364.00	386,208				386,208
000	AAONC0860	AP	PROGRAM ANALYST 1	4	4.00	96.00	6,120.75	450,720	136,872			587,592
000	AAONC0861	AP	PROGRAM ANALYST 2	13	13.00	312.00	7,232.15	2,240,094	16,338			2,256,432
000	AAONC0870	AP	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	4,733.00	113,592				113,592
000	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	5	5.00	120.00	7,246.60	869,592				869,592
000	AAONC2219	AP	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	4,568.33	1,315,680				1,315,680
000	AAONC4001	AP	PAINTER	6	6.00	144.00	5,638.83	811,992				811,992
000	AAONC4003	AP	CARPENTER	6	6.00	144.00	5,931.33	854,112				854,112
000	AAONC4005	AP	PLUMBER	10	10.00	240.00	6,134.90	1,472,376				1,472,376
000	AAONC4008	AP	ELECTRICIAN 2	8	8.00	192.00	7,216.00	1,385,472				1,385,472
000	AAONC4009	AP	ELECTRICIAN 3	4	4.00	96.00	7,926.00	760,896				760,896
000	AAONC4012	AP	FACILITY MAINTENANCE SPEC	50	50.00	1200.00	4,722.60	5,667,120				5,667,120
000	AAONC4021	AP	WELDER 2	8	8.00	192.00	6,128.62	1,176,696				1,176,696
000	AAONC4033	AP	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	5,228.00	2,133,024				2,133,024
000	AAONC4034	AP	FACILITY ENERGY TECHNICIAN 3	13	13.00	312.00	6,399.23	1,996,560				1,996,560
000	AAONC4039	AP	PHYSCL/ELECTRNC SECRTY TECH 3	2	2.00	48.00	6,606.00	317,088				317,088
000	AAONC4051	AP	ELECTRONIC SECURITY TECH 2	10	10.00	240.00	6,834.60	1,640,304				1,640,304

PKG	CLASS	COMP		DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4110	AP		GROUNDS MAINTENANCE WORKER 2	6	6.00	144.00	4,369.33	629,184				629,184
000	AAONC4419	AP		AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	5,639.75	541,416				541,416
000	AAONC6271	AP		DIETICIAN 2	1	1.00	24.00	6,880.00	165,120				165,120
000	AAONC6519	AP		CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,776.23	1,921,254				1,921,254
000	AAONC6783	AP		CORRECTIONAL COUNSELOR	71	71.00	1704.00	6,547.35	11,156,688				11,156,688
000	AAONC9120	AP		CORRECTIONS FOOD SERV COORD	100	99.51	2388.21	4,655.61	11,121,894				11,121,894
000	AAOSC6775	AP		CORRECTIONAL OFFICER	1539	1532.56	36781.51	5,645.49	205,964,380	1,842,504			207,806,884
000	AAOSC6776	AP		CORRECTIONAL CORPORAL	142	142.00	3408.00	5,866.95	19,994,592				19,994,592
000	AAOSC6777	AP		CORRECTIONAL SERGEANT	207	205.30	4927.20	6,479.18	31,940,868				31,940,868
000	CP	C0103	AP	OFFICE SPECIALIST 1	1	1.00	24.00	3,610.00	86,640				86,640
000	CP	C0104	AP	OFFICE SPECIALIST 2	13	13.00	312.00	4,074.46	1,271,232				1,271,232
000	CP	C0108	AP	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,855.00	233,040				233,040
000	CP	C0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	5	5.00	120.00	4,527.00	543,240				543,240
000	CP	C0759	AP	SUPPLY SPECIALIST 2	4	4.00	96.00	5,257.00	504,672				504,672
000	CP	C0860	AP	PROGRAM ANALYST 1	1	1.00	24.00	4,941.00	118,584				118,584
000	CP	C0861	AP	PROGRAM ANALYST 2	1	1.00	24.00	7,520.00	180,480				180,480
000	CP	C0871	AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	7,175.00	172,200				172,200
000	CP	C2219	AP	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,726.00	113,424				113,424
000	CP	C4001	AP	PAINTER	1	1.00	24.00	4,726.00	113,424				113,424
000	CP	C4003	AP	CARPENTER	1	1.00	24.00	5,958.00	142,992				142,992
000	CP	C4005	AP	PLUMBER	1	1.00	24.00	6,576.00	157,824				157,824
000	CP	C4008	AP	ELECTRICIAN 2	2	2.00	48.00	7,010.00	336,480				336,480
000	CP	C4009	AP	ELECTRICIAN 3	1	1.00	24.00	7,880.00	189,120				189,120
000	CP	C4012	AP	FACILITY MAINTENANCE SPEC	9	9.00	216.00	4,760.66	1,028,304				1,028,304
000	CP	C4021	AP	WELDER 2	1	1.00	24.00	5,182.00	124,368				124,368

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C4033 AP	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,941.00	592,920				592,920
000	CP	C4034 AP	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	6,576.00	315,648				315,648
000	CP	C4039 AP	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,958.00	142,992				142,992
000	CP	C5232 AP	INVESTIGATOR 2	1	1.00	24.00	5,434.00	130,416				130,416
000	CP	C6519 AP	CORRECTIONS RECREATION SPEC 2	6	6.00	144.00	4,793.33	690,240				690,240
000	CP	C6783 AP	CORRECTIONAL COUNSELOR	15	15.00	360.00	6,361.66	2,290,200				2,290,200
000	CP	C9120 AP	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	4,639.04	2,560,752				2,560,752
000	CS	C6775 AP	CORRECTIONAL OFFICER	402	401.32	9631.68	5,831.53	55,301,766	884,928			56,186,694
000	CS	C6776 AP	CORRECTIONAL CORPORAL	100	100.00	2400.00	5,892.48	14,141,952				14,141,952
000	CS	C6777 AP	CORRECTIONAL SERGEANT	65	64.44	1546.56	6,513.72	10,094,410				10,094,410
000	MESNZ	7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	10,121.00	971,616				971,616
000	MESNZ	7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	11,696.00	561,408				561,408
000	MESNZ	7014 AP	PRINCIPAL EXECUTIVE/MANAGER H	9	9.00	216.00	12,759.66	2,756,088				2,756,088
000	MMN	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	3	3.00	72.00	4,272.66	307,632				307,632
000	MMN	X0871 AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,542.00	157,008				157,008
000	MMN	X0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,942.00	190,608				190,608
000	MMN	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	7,208.00	172,992				172,992
000	MMS	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	9	9.00	216.00	4,463.77	964,176				964,176
000	MMS	X0833 AP	SUPV EXECUTIVE ASSISTANT	6	6.00	144.00	6,441.16	927,528				927,528
000	MMS	X4046 AP	MAINTENANCE & OPERATIONS SUPV	7	7.00	168.00	6,424.57	1,079,328				1,079,328
000	MMS	X6779 AP	CORRECTIONAL LIEUTENANT	107	107.00	2568.00	7,002.06	17,981,304				17,981,304
000	MMS	X6780 AP	CORRECTIONAL CAPTAIN	48	48.00	1152.00	8,385.16	9,659,712				9,659,712
000	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	8	8.00	192.00	5,595.87	1,074,408				1,074,408
000	MMS	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	14	14.00	336.00	6,935.64	2,330,376				2,330,376
000	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	18	18.00	432.00	7,587.66	3,277,872				3,277,872

SUMMARY XREF:003-00-00 000 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7008	AP PRINCIPAL EXECUTIVE/MANAGER E	8	8.00	192.00	8,476.12	1,627,416				1,627,416
000	MMS	X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	21	21.00	504.00	10,075.38	5,077,992				5,077,992
000				3331	3320.34	79688.20	5,829.02	461,890,334	2,880,642			464,770,976

SUMMARY XREF:003-00-00 101 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	AAONC	6783	AP CORRECTIONAL COUNSELOR	6	6.00	144.00	5,192.00	747,648				747,648
101	CP C	0104	AP OFFICE SPECIALIST 2	3	3.00	72.00	3,305.00	237,960				237,960
101	CP C	6783	AP CORRECTIONAL COUNSELOR	4	4.00	96.00	5,192.00	498,432				498,432
101				13	13.00	312.00	4,652.85	1,484,040				1,484,040

SUMMARY XREF:003-00-00 111 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC	9120 AP	CORRECTIONS FOOD SERV COORD	1	1.00	24.00	3,769.00	90,456				90,456
111	AAOSC	6775 AP	CORRECTIONAL OFFICER	18	14.99	359.76	4,354.00	1,566,394				1,566,394
111	MMS	X6779 AP	CORRECTIONAL LIEUTENANT	1	1.00	24.00	5,382.00	129,168				129,168
111				20	16.99	407.76	4,376.15	1,786,018				1,786,018

SUMMARY XREF:003-00-00 112 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
112	AAOSC	6775	AP CORRECTIONAL OFFICER	66	61.92	1486.08	4,354.00	6,470,391				6,470,391
112	CS	C6775	AP CORRECTIONAL OFFICER	16	15.48	371.52	4,657.00	1,730,169				1,730,169
112				82	77.40	1857.60	4,415.32	8,200,560				8,200,560

SUMMARY XREF:003-00-00 113 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	AAOSC	6775	AP CORRECTIONAL OFFICER	8	8.00	192.00	4,354.00		835,968			835,968
113	CS	C6775	AP CORRECTIONAL OFFICER	2	2.00	48.00	4,657.00		223,536			223,536
113				10	10.00	240.00	4,414.60		1,059,504			1,059,504

SUMMARY XREF:003-00-00 120 Operations Division

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
120	AAOSC	6775	AP CORRECTIONAL OFFICER	2	1.96	47.04	4,354.00	204,812				204,812
120	AAOSC	6776	AP CORRECTIONAL CORPORAL	1	.49	11.76	4,550.00	53,508				53,508
120	AAOSC	6777	AP CORRECTIONAL SERGEANT	3	2.21	53.04	4,985.00	264,405				264,405
120				6	4.66	111.84	4,702.16	522,725				522,725

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
123	CP	C6783 AP	CORRECTIONAL COUNSELOR	7	7.00	168.00	5,192.00	872,256				872,256
123				7	7.00	168.00	5,192.00	872,256				872,256
				3469	3449.39	82785.40	5,774.40	474,755,933	3,940,146			478,696,079

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AP	OFFICE SPECIALIST 1	1	1.00	24.00	3,600.00	86,400				86,400
000	AAONC0104	AP	OFFICE SPECIALIST 2	10	10.00	240.00	3,927.90	768,864	173,832			942,696
000	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	3	3.00	72.00	4,904.00	353,088				353,088
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	3,769.00	90,456				90,456
000	AAONC0119	AP	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	4,863.00	233,424				233,424
000	AAONC0210	AP	ACCOUNTING TECHNICIAN 1	4	3.09	74.05	3,223.00	169,674	72,984			242,658
000	AAONC0211	AP	ACCOUNTING TECHNICIAN 2	14	14.00	336.00	4,368.07	1,467,672				1,467,672
000	AAONC0212	AP	ACCOUNTING TECHNICIAN 3	22	22.00	528.00	4,906.72	2,590,752				2,590,752
000	AAONC0435	AP	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	5,071.00	243,408				243,408
000	AAONC0436	AP	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	4,950.00	118,800				118,800
000	AAONC0437	AP	PROCUREMENT & CONTRACT SPEC 2	5	5.00	120.00	6,533.40	784,008				784,008
000	AAONC0438	AP	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	8,309.00	1,196,496				1,196,496
000	AAONC0861	AP	PROGRAM ANALYST 2	1	1.00	24.00	7,564.00	181,536				181,536
000	AAONC0870	AP	OPERATIONS & POLICY ANALYST 1	3	3.00	72.00	6,165.66	443,928				443,928
000	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	2	2.00	48.00	5,981.50	287,112				287,112
000	AAONC0872	AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,880.00	165,120				165,120
000	AAONC1117	AP	RESEARCH ANALYST 3	3	3.00	72.00	6,803.00	489,816				489,816
000	AAONC1118	AP	RESEARCH ANALYST 4	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1215	AP	ACCOUNTANT 1	1	1.00	24.00	5,703.00	136,872				136,872
000	AAONC1216	AP	ACCOUNTANT 2	2	2.00	48.00	5,981.50	287,112				287,112
000	AAONC1217	AP	ACCOUNTANT 3	2	2.00	48.00	6,770.50	324,984				324,984
000	AAONC1218	AP	ACCOUNTANT 4	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1243	AP	FISCAL ANALYST 1	1	1.00	24.00	6,260.00	150,240				150,240
000	AAONC1244	AP	FISCAL ANALYST 2	5	5.00	120.00	6,184.80	742,176				742,176
000	AAONC1245	AP	FISCAL ANALYST 3	4	4.00	96.00	8,708.00	835,968				835,968

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC1483	IP	INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	5,708.00		273,984			273,984
000	AAONC1487	IP	INFO SYSTEMS SPECIALIST 7	2	2.00	48.00	7,853.00	376,944				376,944
000	AAONC1519	AP	CORRECTIONAL HEARINGS OFFICER	11	11.00	264.00	7,619.72	2,011,608				2,011,608
000	AAONC5237	AP	DEPT/CORRECTIONS INSPECTOR 1	2	2.00	48.00	5,015.50	240,744				240,744
000	AAONC5238	AP	DEPT/CORRECTIONS INSPECTOR 2	12	12.00	288.00	6,863.08	1,976,568				1,976,568
000	CP	C0104 AP	OFFICE SPECIALIST 2	1	1.00	24.00	4,327.00	103,848				103,848
000	MEAHZ7016	HP	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	15,147.00	363,528				363,528
000	MENNZ0830	AP	EXECUTIVE ASSISTANT	1	1.00	24.00	6,233.00	149,592				149,592
000	MESNZ7010	AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,740.00	209,760				209,760
000	MESNZ7014	AP	PRINCIPAL EXECUTIVE/MANAGER H	2	2.00	48.00	12,895.00	618,960				618,960
000	MESNZ7016	AP	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	14,213.00	341,112				341,112
000	MMN	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,666.00	111,984				111,984
000	MMN	X0856 AP	PROJECT MANAGER 3	1	1.00	24.00	8,740.00	209,760				209,760
000	MMN	X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	8,332.00	199,968				199,968
000	MMN	X0873 AP	OPERATIONS & POLICY ANALYST 4	2	2.00	48.00	8,740.00	419,520				419,520
000	MMN	X5239 AP	DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	7,097.00	1,021,968				1,021,968
000	MMN	X5618 AP	INTERNAL AUDITOR 3	2	2.00	48.00	8,332.00	399,936				399,936
000	MMN	X6779 AP	CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,773.60	812,832				812,832
000	MMS	X4046 AP	MAINTENANCE & OPERATIONS SUPV	1	1.00	24.00	6,862.00	164,688				164,688
000	MMS	X6779 AP	CORRECTIONAL LIEUTENANT	1	1.00	24.00	7,208.00	172,992				172,992
000	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	2	2.00	48.00	5,962.00	286,176				286,176
000	MMS	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	7,208.00	172,992				172,992
000	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	2	2.00	48.00	8,332.00	399,936				399,936
000	MMS	X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	9,642.00	231,408				231,408
000	MMS	X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	7	7.00	168.00	9,052.14	1,520,760				1,520,760

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	3	3.00	72.00	10,121.00	728,712				728,712
000				170	169.09	4058.05	6,470.52	25,812,186	520,800			26,332,986

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
060	MMN	X0873	AP OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,542.00	157,008				157,008
060				1	1.00	24.00	6,542.00	157,008				157,008

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
105	AAONC	0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	6,606.00	158,544				158,544
105	AAONC	1117 AP	RESEARCH ANALYST 3	1	1.00	24.00	5,450.00	130,800				130,800
105	MMN X	0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,542.00	157,008				157,008
105				3	3.00	72.00	6,199.33	446,352				446,352

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
108	AAONC	0871	AP OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,703.00	136,872				136,872
108				1	1.00	24.00	5,703.00	136,872				136,872

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
109	AAONC	0107 AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	3,600.00	86,400				86,400
109	MMN	X0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	6,542.00	157,008				157,008
109				2	2.00	48.00	5,071.00	243,408				243,408

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	AAONC	1216	AP ACCOUNTANT 2	1	1.00	24.00	4,733.00		113,592			113,592
113				1	1.00	24.00	4,733.00		113,592			113,592

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
114	AAONC	0870	AP OPERATIONS & POLICY ANALYST 1	2	2.00	48.00	4,733.00	227,184				227,184
114				2	2.00	48.00	4,733.00	227,184				227,184

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
124	AAONC	5238	AP DEPT/CORRECTIONS INSPECTOR 2	4	4.00	96.00	5,450.00	523,200				523,200
124				4	4.00	96.00	5,450.00	523,200				523,200
				184	183.09	4394.05	6,396.59	27,546,210	634,392			28,180,602

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AP	OFFICE SPECIALIST 1	3	3.00	72.00	3,081.33	221,856				221,856
000	AAONC0104	AP	OFFICE SPECIALIST 2	7	7.00	168.00	4,071.28	589,320	94,656			683,976
000	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	3,769.00		90,456			90,456
000	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	5,192.00	249,216				249,216
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	3	3.00	72.00	4,403.66	317,064				317,064
000	AAONC0119	AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	5,192.00	124,608				124,608
000	AAONC0759	AP	SUPPLY SPECIALIST 2	45	44.66	1071.49	5,316.68	2,064,624	3,634,520			5,699,144
000	AAONC1338	AP	TRAINING & DEVELOPMENT SPEC 1	2	2.00	48.00	6,118.50	293,688				293,688
000	AAONC1339	AP	TRAINING & DEVELOPMENT SPEC 2	13	13.00	312.00	7,213.69	2,250,672				2,250,672
000	AAONC1483	IP	INFO SYSTEMS SPECIALIST 3	5	5.00	120.00	5,266.60	631,992				631,992
000	AAONC1485	IP	INFO SYSTEMS SPECIALIST 5	39	39.00	936.00	6,600.25	6,177,840				6,177,840
000	AAONC1486	IP	INFO SYSTEMS SPECIALIST 6	10	10.00	240.00	7,317.40	1,756,176				1,756,176
000	AAONC1487	IP	INFO SYSTEMS SPECIALIST 7	20	20.00	480.00	7,945.60	3,813,888				3,813,888
000	AAONC1488	IP	INFO SYSTEMS SPECIALIST 8	3	3.00	72.00	8,967.00	645,624				645,624
000	AAONC2169	AP	COMMUNICATIONS SYS ANALYST 3	3	3.00	72.00	7,564.00	544,608				544,608
000	AAONC3268	AP	CONSTRUCTION PROJECT MANAGER 2	4	4.00	96.00	8,708.00	835,968				835,968
000	AAONC4008	AP	ELECTRICIAN 2	2	2.00	48.00	7,048.00	338,304				338,304
000	AAONC4012	AP	FACILITY MAINTENANCE SPEC	1	1.00	24.00	4,950.00	118,800				118,800
000	AAONC4014	AP	FACILITY OPERATIONS SPEC 1	1	1.00	24.00	5,703.00	136,872				136,872
000	AAONC4015	AP	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	7,216.00	173,184				173,184
000	AAONC4034	AP	FACILITY ENERGY TECHNICIAN 3	1	1.00	24.00	6,606.00	158,544				158,544
000	AAONC4051	AP	ELECTRONIC SECURITY TECH 2	1	1.00	24.00	5,977.00	143,448				143,448
000	AAONC4402	AP	TRUCK DRIVER 2	7	7.00	168.00	5,307.14	891,600				891,600
000	AAONC5232	AP	INVESTIGATOR 2	3	3.00	72.00	5,618.66	404,544				404,544
000	CP	C1485	IP INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	6,015.50	288,744				288,744

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ	7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	2	2.00	48.00	11,696.00	561,408				561,408
000	MMN	X0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	4,219.00	101,256				101,256
000	MMN	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,666.00	111,984				111,984
000	MMN	X1319 AP	HUMAN RESOURCE ASSISTANT	5	5.00	120.00	4,443.00	533,160				533,160
000	MMN	X1320 AP	HUMAN RESOURCE ANALYST 1	5	4.50	108.00	5,497.00	591,840				591,840
000	MMN	X1321 AP	HUMAN RESOURCE ANALYST 2	7	7.00	168.00	5,936.14	997,272				997,272
000	MMN	X1322 AP	HUMAN RESOURCE ANALYST 3	17	17.00	408.00	7,264.88	2,964,072				2,964,072
000	MMN	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	7,208.00	172,992				172,992
000	MMS	X0113 AP	SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,885.00	117,240				117,240
000	MMS	X3269 AP	CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	8,740.00	209,760				209,760
000	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	5	5.00	120.00	6,421.00	770,520				770,520
000	MMS	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	7,208.00		172,992			172,992
000	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	7,533.66	542,424				542,424
000	MMS	X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	9,067.75	650,256	220,248			870,504
000	MMS	X7008 IP	PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	10,615.00	1,019,040				1,019,040
000	MMS	X7010 AA	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	0.00					
000	MMS	X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	10,121.00	971,616				971,616
000	MMS	X7010 IP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	11,696.00	280,704				280,704
000				244	243.16	5835.49	6,504.48	33,766,728	4,212,872			37,979,600

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	AAONC	1338 AP	TRAINING & DEVELOPMENT SPEC 1	5	5.00	120.00	4,733.00	567,960				567,960
101	AAONC	1339 AP	TRAINING & DEVELOPMENT SPEC 2	4	4.00	96.00	5,703.00	547,488				547,488
101	MMS	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	1	1.00	24.00	5,127.00	123,048				123,048
101				10	10.00	240.00	5,160.40	1,238,496				1,238,496

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
107	AAONC	1487	IP INFO SYSTEMS SPECIALIST 7	4	4.00	96.00	5,942.00	570,432				570,432
107	AAONC	1488	IP INFO SYSTEMS SPECIALIST 8	5	5.00	120.00	6,480.00	777,600				777,600
107	MMS X7010		IP PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	8,332.00	199,968				199,968
107				10	10.00	240.00	6,450.00	1,548,000				1,548,000

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
108	AAONC	1487	IP INFO SYSTEMS SPECIALIST 7	3	3.00	72.00	5,942.00	427,824				427,824
108	AAONC	1488	IP INFO SYSTEMS SPECIALIST 8	1	1.00	24.00	6,480.00	155,520				155,520
108				4	4.00	96.00	6,076.50	583,344				583,344

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
109	AAONC	0104 AP	OFFICE SPECIALIST 2	2	2.00	48.00	3,299.00	158,352				158,352
109	MMN	X1321 AP	HUMAN RESOURCE ANALYST 2	1	1.00	24.00	4,885.00	117,240				117,240
109	MMS	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,937.00	142,488				142,488
109	MMS	X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,208.00	172,992				172,992
109				5	5.00	120.00	4,925.60	591,072				591,072

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
110	AAONC0103	AP	OFFICE SPECIALIST 1		.00	.00	2,822.00					
110	AAONC0436	AP	PROCUREMENT & CONTRACT SPEC 1		.00	.00	4,733.00					
110	AAONC1487	IP	INFO SYSTEMS SPECIALIST 7	1	1.00	24.00	5,942.00	142,608				142,608
110	AAONC3268	AP	CONSTRUCTION PROJECT MANAGER 2	1	1.00	24.00	6,606.00	158,544				158,544
110	AAONC4005	AP	PLUMBER	1	1.00	24.00	4,950.00	118,800				118,800
110	AAONC4014	AP	FACILITY OPERATIONS SPEC 1		.00	.00	4,950.00					
110	AAONC4015	AP	FACILITY OPERATIONS SPEC 2	1	1.00	24.00	5,450.00	130,800				130,800
110	AAONC4051	AP	ELECTRONIC SECURITY TECH 2	1	1.00	24.00	5,450.00	130,800				130,800
110				5	5.00	120.00	5,334.58	681,552				681,552

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,944.00		94,656			94,656
113	AAONC0854	AP	PROJECT MANAGER 1	1	1.00	24.00	5,450.00		130,800			130,800
113	MMN X7010	AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,208.00		172,992			172,992
113				3	3.00	72.00	5,534.00		398,448			398,448

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
116	AAONC0104	AP	OFFICE SPECIALIST 2	1	1.00	24.00	3,299.00	79,176				79,176
116	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	3,600.00	86,400				86,400
116	AAONC1483	IP	INFO SYSTEMS SPECIALIST 3	2	2.00	48.00	4,127.00	198,096				198,096
116	AAONC1485	IP	INFO SYSTEMS SPECIALIST 5	10	10.00	240.00	5,008.00	1,201,920				1,201,920
116	AAONC1486	IP	INFO SYSTEMS SPECIALIST 6	4	4.00	96.00	5,360.00	514,560				514,560
116	AAONC1487	IP	INFO SYSTEMS SPECIALIST 7	22	22.00	528.00	5,942.00	3,137,376				3,137,376
116	AAONC1488	IP	INFO SYSTEMS SPECIALIST 8	13	13.00	312.00	6,480.00	2,021,760				2,021,760
116	MMN X7006	IP	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	6,862.00	494,064				494,064
116	MMN X7008	IP	PRINCIPAL EXECUTIVE/MANAGER E	6	6.00	144.00	7,561.00	1,088,784				1,088,784
116	MMN X7012	IP	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,121.00	242,904				242,904
116				63	63.00	1512.00	5,995.39	9,065,040				9,065,040

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
117	MMN	X1321	AP HUMAN RESOURCE ANALYST 2	4	4.00	96.00	4,885.00	468,960				468,960
117	MMN	X1322	AP HUMAN RESOURCE ANALYST 3	5	5.00	120.00	5,650.00	678,000				678,000
117				9	9.00	216.00	5,310.00	1,146,960				1,146,960

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
119	AAONC	0104 AP	OFFICE SPECIALIST 2	1	1.00	24.00	3,299.00	79,176				79,176
119	MMN	X0861 AP	PROGRAM ANALYST 2	1	1.00	24.00	5,127.00	123,048				123,048
119	MMN	X1321 AP	HUMAN RESOURCE ANALYST 2	2	2.00	48.00	4,885.00	234,480				234,480
119	MMN	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,937.00	142,488				142,488
119	MMS	X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	6,542.00	314,016				314,016
119				7	7.00	168.00	5,316.71	893,208				893,208
				360	359.16	8619.49	6,254.67	49,514,400	4,611,320			54,125,720

SUMMARY XREF:009-00-00 000 Community Correction

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC	0104 AP	OFFICE SPECIALIST 2	6	6.00	144.00	4,173.00	600,912				600,912
000	AAONC	0107 AP	ADMINISTRATIVE SPECIALIST 1	2	2.00	48.00	3,600.00	172,800				172,800
000	AAONC	0108 AP	ADMINISTRATIVE SPECIALIST 2	5	5.00	120.00	5,100.20	612,024				612,024
000	AAONC	0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,733.00	113,592				113,592
000	AQ	C6787 AP	ADULT PAROLE/PROBATION OFFICER	43	43.00	1032.00	6,774.37	6,991,152				6,991,152
000	MESNZ	7014 AP	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	12,895.00	309,480				309,480
000	MMN	X0872 AP	OPERATIONS & POLICY ANALYST 3	5	5.00	120.00	7,600.20	912,024				912,024
000	MMN	X0873 AP	OPERATIONS & POLICY ANALYST 4	1	1.00	24.00	8,740.00	209,760				209,760
000	MMS	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	2	2.00	48.00	4,666.00	223,968				223,968
000	MMS	X7002 AP	PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	5,937.00	142,488				142,488
000	MMS	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	4	4.00	96.00	6,687.75	642,024				642,024
000	MMS	X7008 AP	PRINCIPAL EXECUTIVE/MANAGER E	2	2.00	48.00	9,177.00	440,496				440,496
000				73	73.00	1752.00	6,490.13	11,370,720				11,370,720

SUMMARY XREF:009-00-00 104 Community Correction

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
104	AAONC	0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	3,299.00	79,176				79,176
104	AAONC	0108	AP ADMINISTRATIVE SPECIALIST 2	1	1.00	24.00	3,944.00	94,656				94,656
104	AQ	C6787	AP ADULT PAROLE/PROBATION OFFICER	1	1.00	24.00	5,452.00	130,848				130,848
104				3	3.00	72.00	4,231.66	304,680				304,680
				76	76.00	1824.00	6,400.98	11,675,400				11,675,400

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0015	AP	HEALTH INFORMATION SPECIALIST	7	6.98	167.53	4,663.57	781,154				781,154
000	AAONC0104	AP	OFFICE SPECIALIST 2	44	42.50	1020.00	4,085.59	4,170,924				4,170,924
000	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	4	4.00	96.00	4,631.75	444,648				444,648
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	2	2.00	48.00	4,733.00	227,184				227,184
000	AAONC0759	AP	SUPPLY SPECIALIST 2	5	5.00	120.00	5,185.20	622,224				622,224
000	AAONC0870	AP	OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	6,260.00	150,240				150,240
000	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	3	3.00	72.00	7,244.66	521,616				521,616
000	AAONC0872	AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1245	AP	FISCAL ANALYST 3	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1339	AP	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	6,880.00	165,120				165,120
000	AAONC6138	AP	HEALTH SERVICES TECHNICIAN	14	14.00	336.00	4,660.71	1,566,000				1,566,000
000	AAONC6214	AP	INSTITUTION REGISTERED NURSE	171	169.51	4068.06	7,481.17	30,460,392				30,460,392
000	AAONC6255	AP	NURSE PRACTITIONER	13	11.70	280.80	9,202.78	2,617,651				2,617,651
000	AAONC6256	AP	PSYCHIATRIC NURSE PRACTIONER	12	12.00	288.00	9,577.83	2,758,416				2,758,416
000	AAONC6260	AP	PHARMACIST	5	5.00	120.00	12,095.00	1,451,400				1,451,400
000	AAONC6263	AP	PHARMACIST 2	2	2.00	48.00	12,974.50	622,776				622,776
000	AAONC6348	AP	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	5,039.00	362,808				362,808
000	AAONC6385	AP	PHARMACY CLERK/PHARMACY TECH 2	11	10.34	248.20	3,693.00	928,611				928,611
000	AAONC6386	AP	PHARMACY TECHNICIAN 2	10	10.00	240.00	3,976.90	954,456				954,456
000	AAONC6394	AP	DENTAL ASSISTANT 2	29	26.88	645.21	4,334.03	2,824,897				2,824,897
000	AAONC6534	AP	BEHAVIOR HEALTH SPECIALIST 2	53	53.00	1272.00	6,466.24	8,225,064				8,225,064
000	AE	U7510 AP	DENTIST	23	21.00	504.00	16,319.95	8,258,544				8,258,544
000	CP	C0015 AP	HEALTH INFORMATION SPECIALIST	1	1.00	24.00	4,941.00	118,584				118,584
000	CP	C0104 AP	OFFICE SPECIALIST 2	10	9.50	228.00	3,941.00	893,916				893,916
000	CP	C0872 AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,520.00	180,480				180,480

PKG	CLASS	COMP		DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C6138	AP	HEALTH SERVICES TECHNICIAN	6	6.00	144.00	4,440.50	639,432				639,432
000	CP	C6214	AP	INSTITUTION REGISTERED NURSE	37	35.86	860.64	7,467.48	6,456,312				6,456,312
000	CP	C6255	AP	NURSE PRACTITIONER	1	.50	12.00	9,963.00	119,556				119,556
000	CP	C6385	AP	PHARMACY CLERK/PHARMACY TECH 2	2	2.00	48.00	3,617.50	173,640				173,640
000	CP	C6394	AP	DENTAL ASSISTANT 2	4	4.00	96.00	4,528.00	434,688				434,688
000	CP	C6531	AP	BEHAVIORAL HEALTH SPECIALIST 1	1	1.00	24.00	5,688.00	136,512				136,512
000	CP	C6534	AP	BEHAVIOR HEALTH SPECIALIST 2	15	15.00	360.00	5,971.73	2,149,824				2,149,824
000	MESNZ	7014	AP	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	11,146.00	267,504				267,504
000	MMS	X0114	AP	SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	5,382.00	129,168				129,168
000	MMS	X0805	AP	OFFICE MANAGER 1	2	2.00	48.00	4,885.00	234,480				234,480
000	MMS	X0833	AP	SUPV EXECUTIVE ASSISTANT	1	1.00	24.00	6,542.00	157,008				157,008
000	MMS	X6241	AP	NURSE MANAGER	12	12.00	288.00	10,452.83	3,010,416				3,010,416
000	MMS	X7000	AP	PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,937.00	142,488				142,488
000	MMS	X7004	AP	PRINCIPAL EXECUTIVE/MANAGER C	17	17.00	408.00	7,048.78	2,868,264				2,868,264
000	MMS	X7006	AP	PRINCIPAL EXECUTIVE/MANAGER D	11	11.00	264.00	8,198.36	2,164,368				2,164,368
000	MMS	X7008	AP	PRINCIPAL EXECUTIVE/MANAGER E	5	5.00	120.00	9,008.00	1,080,960				1,080,960
000	MMS	X7010	AP	PRINCIPAL EXECUTIVE/MANAGER F	4	4.00	96.00	9,881.50	948,624				948,624
000	MNNNZ	7514	AP	CORRECTIONS PHYSICIAN SPECIALI	21	20.50	492.00	20,270.87	9,977,748				9,977,748
000	MNSNZ	7511	AP	SUPERVISING DENTIST A	1	1.00	24.00	9,642.00	231,408				231,408
000	MNSNZ	7519	AP	CLINCIAL DIRECTOR	1	1.00	24.00	23,120.00	554,880				554,880
000					571	559.27	13422.44	7,660.06	101,602,369				101,602,369

SUMMARY XREF:010-00-00 115 Health Services

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
115	AAONC0015	AP	HEALTH INFORMATION SPECIALIST	1	1.00	24.00	3,769.00	90,456				90,456
115	AAONC0104	AP	OFFICE SPECIALIST 2	1	1.00	24.00	3,299.00	79,176				79,176
115	AAONC6128	AP	CERTIFIED MEDICATION AIDE	10	8.60	206.40	3,447.00	711,460				711,460
115	AAONC6214	AP	INSTITUTION REGISTERED NURSE	10	8.60	206.40	5,805.00	1,198,150				1,198,150
115	MMS X6241	AP	NURSE MANAGER	1	1.00	24.00	7,942.00	190,608				190,608
115				23	20.20	484.80	4,675.21	2,269,850				2,269,850

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
121	AAONC	6256 AP	PSYCHIATRIC NURSE PRACTIONER	4	3.69	88.56	7,926.00	701,927				701,927
121	CP C	6534 AP	BEHAVIOR HEALTH SPECIALIST 2	35	34.40	825.60	5,434.00	4,486,310				4,486,310
121	MMN	X0873 AP	OPERATIONS & POLICY ANALYST 4	13	12.04	288.96	6,542.00	1,890,376				1,890,376
121	MNNNZ	7514 AP	CORRECTIONS PHYSICIAN SPECIALI	2	1.23	29.52	15,667.00	462,490				462,490
121				54	51.36	1232.64	6,264.33	7,541,103				7,541,103

SUMMARY XREF:010-00-00 122 Health Services

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
122	AAONC	6128	AP CERTIFIED MEDICATION AIDE	40	34.40	825.60	3,447.00	2,845,840				2,845,840
122				40	34.40	825.60	3,447.00	2,845,840				2,845,840

SUMMARY XREF:010-00-00 124 Health Services

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
124	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	1	1.00	24.00	3,600.00	86,400				86,400
124	AAONC0861	AP	PROGRAM ANALYST 2	1	1.00	24.00	5,703.00	136,872				136,872
124	AAONC6214	AP	INSTITUTION REGISTERED NURSE	2	1.72	41.28	5,805.00	239,630				239,630
124	CP C6534	AP	BEHAVIOR HEALTH SPECIALIST 2	4	3.44	82.56	5,434.00	448,631				448,631
124				8	7.16	171.84	5,331.12	911,533				911,533
				696	672.39	16137.32	7,184.33	115,170,695				115,170,695

SUMMARY XREF:011-00-00 000 Offender Management

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC0103	AP	OFFICE SPECIALIST 1	3	3.00	72.00	3,227.33	232,368				232,368
000	AAONC0104	AP	OFFICE SPECIALIST 2	39	38.50	924.00	4,142.61	3,825,552				3,825,552
000	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	7	7.00	168.00	4,537.42	762,288				762,288
000	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	29	29.00	696.00	4,790.96	3,334,512				3,334,512
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	5	5.00	120.00	4,494.20	539,304				539,304
000	AAONC0119	AP	EXECUTIVE SUPPORT SPECIALIST 2	1	1.00	24.00	4,328.00	103,872				103,872
000	AAONC0860	AP	PROGRAM ANALYST 1	2	2.00	48.00	5,726.00	274,848				274,848
000	AAONC0861	AP	PROGRAM ANALYST 2	12	12.00	288.00	7,215.08	2,077,944				2,077,944
000	AAONC0870	AP	OPERATIONS & POLICY ANALYST 1	7	7.00	168.00	6,064.71	1,018,872				1,018,872
000	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	6	6.00	144.00	7,139.83	1,028,136				1,028,136
000	AAONC0872	AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC6298	AP	TEST COORDINATOR	4	4.00	96.00	4,284.50	411,312				411,312
000	AAONC6612	AP	SOCIAL SERVICE SPECIALIST 1	1	1.00	24.00	4,950.00	118,800				118,800
000	AAONC6680	AP	CHAPLAIN	19	19.00	456.00	6,146.26	2,802,696				2,802,696
000	AAONC6783	AP	CORRECTIONAL COUNSELOR	37	37.00	888.00	6,553.40	5,819,424				5,819,424
000	CP	C0104	AP OFFICE SPECIALIST 2	3	3.00	72.00	4,327.00	311,544				311,544
000	CP	C6680	AP CHAPLAIN	2	2.00	48.00	5,835.50	280,104				280,104
000	CP	C6783	AP CORRECTIONAL COUNSELOR	3	3.00	72.00	5,754.66	414,336				414,336
000	MESNZ7014	AP	PRINCIPAL EXECUTIVE/MANAGER H	1	1.00	24.00	12,895.00	309,480				309,480
000	MMN	X0861	AP PROGRAM ANALYST 2	1	1.00	24.00	5,127.00	123,048				123,048
000	MMN	X0863	AP PROGRAM ANALYST 4	1	1.00	24.00	8,332.00	199,968				199,968
000	MMN	X0872	AP OPERATIONS & POLICY ANALYST 3	4	4.00	96.00	7,244.75	695,496				695,496
000	MMN	X0873	AP OPERATIONS & POLICY ANALYST 4	2	2.00	48.00	8,740.00	419,520				419,520
000	MMS	X0872	AP OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,942.00	190,608				190,608
000	MMS	X7002	AP PRINCIPAL EXECUTIVE/MANAGER B	1	1.00	24.00	6,542.00	157,008				157,008

SUMMARY XREF:011-00-00 000 Offender Management

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X7004	AP PRINCIPAL EXECUTIVE/MANAGER C	4	4.00	96.00	6,955.00	667,680				667,680
000	MMS	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	8,202.00	590,544				590,544
000	MMS	X7008	AP PRINCIPAL EXECUTIVE/MANAGER E	1	1.00	24.00	9,177.00	220,248				220,248
000	MMS	X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	7	7.00	168.00	9,917.71	1,666,176				1,666,176
000				207	206.50	4956.00	5,808.49	28,804,680				28,804,680

SUMMARY XREF:011-00-00 060 Offender Management

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
060	MMN	X0872	AP OPERATIONS & POLICY ANALYST 3	2	2.00	48.00	5,937.00	284,976				284,976
060	MMS	X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,208.00	172,992				172,992
060				3	3.00	72.00	6,360.66	457,968				457,968

SUMMARY XREF:011-00-00 101 Offender Management

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
101	AAONC	0104	AP OFFICE SPECIALIST 2		.00	.00	3,299.00					
101					.00	.00	3,299.00					

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
111	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,703.00	136,872				136,872
111	AAONC1339	AP	TRAINING & DEVELOPMENT SPEC 2	1	1.00	24.00	5,703.00	136,872				136,872
111	AAONC6783	AP	CORRECTIONAL COUNSELOR	4	4.00	96.00	5,192.00	498,432				498,432
111				6	6.00	144.00	5,362.33	772,176				772,176

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
118	AAONC	0104	AP OFFICE SPECIALIST 2	1	1.00	24.00	3,299.00	79,176				79,176
118	AAONC	0870	AP OPERATIONS & POLICY ANALYST 1	1	1.00	24.00	4,733.00	113,592				113,592
118				2	2.00	48.00	4,016.00	192,768				192,768

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
121	AAONC	0871	AP OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	5,703.00	136,872				136,872
121				1	1.00	24.00	5,703.00	136,872				136,872
				219	218.50	5244.00	5,775.67	30,364,464				30,364,464
				5004	4958.53	119004.26	6,039.65	709,027,102	9,185,858			718,212,960

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				5004	4958.53	119004.26	6,039.65	709,027,102	9,185,858			718,212,960

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
115	AAONC0015	AP	HEALTH INFORMATION SPECIALIST	8	7.98	191.53	4,551.75	871,610				871,610
110	AAONC0103	AP	OFFICE SPECIALIST 1	13	13.00	312.00	3,189.42	1,003,920				1,003,920
116	AAONC0104	AP	OFFICE SPECIALIST 2	206	203.50	4884.00	4,056.63	19,570,728	268,488			19,839,216
124	AAONC0107	AP	ADMINISTRATIVE SPECIALIST 1	18	18.00	432.00	4,266.16	1,752,528	90,456			1,842,984
113	AAONC0108	AP	ADMINISTRATIVE SPECIALIST 2	55	55.00	1320.00	4,874.58	6,339,792	94,656			6,434,448
000	AAONC0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	33	33.00	792.00	4,504.90	3,567,888				3,567,888
000	AAONC0119	AP	EXECUTIVE SUPPORT SPECIALIST 2	6	6.00	144.00	4,821.50	694,296				694,296
000	AAONC0210	AP	ACCOUNTING TECHNICIAN 1	4	3.09	74.05	3,223.00	169,674	72,984			242,658
000	AAONC0211	AP	ACCOUNTING TECHNICIAN 2	16	16.00	384.00	4,413.68	1,694,856				1,694,856
000	AAONC0212	AP	ACCOUNTING TECHNICIAN 3	22	22.00	528.00	4,906.72	2,590,752				2,590,752
000	AAONC0323	AP	PUBLIC SERVICE REP 3	1	1.00	24.00	3,944.00	94,656				94,656
000	AAONC0435	AP	PROCUREMENT AND CONTRACT ASST	2	2.00	48.00	5,071.00	243,408				243,408
110	AAONC0436	AP	PROCUREMENT & CONTRACT SPEC 1	1	1.00	24.00	4,841.50	118,800				118,800
000	AAONC0437	AP	PROCUREMENT & CONTRACT SPEC 2	5	5.00	120.00	6,533.40	784,008				784,008
000	AAONC0438	AP	PROCUREMENT & CONTRACT SPEC 3	6	6.00	144.00	8,309.00	1,196,496				1,196,496
000	AAONC0759	AP	SUPPLY SPECIALIST 2	53	52.66	1263.49	5,306.96	3,073,056	3,634,520			6,707,576
113	AAONC0854	AP	PROJECT MANAGER 1	1	1.00	24.00	5,450.00		130,800			130,800
000	AAONC0860	AP	PROGRAM ANALYST 1	6	6.00	144.00	5,989.16	725,568	136,872			862,440
124	AAONC0861	AP	PROGRAM ANALYST 2	27	27.00	648.00	7,180.22	4,636,446	16,338			4,652,784
114	AAONC0870	AP	OPERATIONS & POLICY ANALYST 1	15	15.00	360.00	5,742.80	2,067,408				2,067,408
121	AAONC0871	AP	OPERATIONS & POLICY ANALYST 2	19	19.00	456.00	6,835.68	3,117,072				3,117,072
105	AAONC0872	AP	OPERATIONS & POLICY ANALYST 3	4	4.00	96.00	7,725.50	741,648				741,648
105	AAONC1117	AP	RESEARCH ANALYST 3	4	4.00	96.00	6,464.75	620,616				620,616
000	AAONC1118	AP	RESEARCH ANALYST 4	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1215	AP	ACCOUNTANT 1	1	1.00	24.00	5,703.00	136,872				136,872

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
113	AAONC1216	AP	ACCOUNTANT 2	3	3.00	72.00	5,565.33	287,112	113,592			400,704
000	AAONC1217	AP	ACCOUNTANT 3	2	2.00	48.00	6,770.50	324,984				324,984
000	AAONC1218	AP	ACCOUNTANT 4	1	1.00	24.00	8,708.00	208,992				208,992
000	AAONC1243	AP	FISCAL ANALYST 1	1	1.00	24.00	6,260.00	150,240				150,240
000	AAONC1244	AP	FISCAL ANALYST 2	5	5.00	120.00	6,184.80	742,176				742,176
000	AAONC1245	AP	FISCAL ANALYST 3	5	5.00	120.00	8,708.00	1,044,960				1,044,960
101	AAONC1338	AP	TRAINING & DEVELOPMENT SPEC 1	7	7.00	168.00	5,128.85	861,648				861,648
101	AAONC1339	AP	TRAINING & DEVELOPMENT SPEC 2	19	19.00	456.00	6,798.57	3,100,152				3,100,152
116	AAONC1483	IP	INFO SYSTEMS SPECIALIST 3	9	9.00	216.00	5,111.44	830,088	273,984			1,104,072
116	AAONC1485	IP	INFO SYSTEMS SPECIALIST 5	49	49.00	1176.00	6,275.30	7,379,760				7,379,760
116	AAONC1486	IP	INFO SYSTEMS SPECIALIST 6	14	14.00	336.00	6,758.14	2,270,736				2,270,736
110	AAONC1487	IP	INFO SYSTEMS SPECIALIST 7	52	52.00	1248.00	6,786.11	8,469,072				8,469,072
116	AAONC1488	IP	INFO SYSTEMS SPECIALIST 8	22	22.00	528.00	6,819.13	3,600,504				3,600,504
000	AAONC1519	AP	CORRECTIONAL HEARINGS OFFICER	11	11.00	264.00	7,619.72	2,011,608				2,011,608
000	AAONC2169	AP	COMMUNICATIONS SYS ANALYST 3	3	3.00	72.00	7,564.00	544,608				544,608
000	AAONC2219	AP	CORRECTION LIBRARY COORDINATOR	12	12.00	288.00	4,568.33	1,315,680				1,315,680
110	AAONC3268	AP	CONSTRUCTION PROJECT MANAGER 2	5	5.00	120.00	7,807.14	994,512				994,512
000	AAONC4001	AP	PAINTER	6	6.00	144.00	5,638.83	811,992				811,992
000	AAONC4003	AP	CARPENTER	6	6.00	144.00	5,931.33	854,112				854,112
110	AAONC4005	AP	PLUMBER	11	11.00	264.00	6,027.18	1,591,176				1,591,176
000	AAONC4008	AP	ELECTRICIAN 2	10	10.00	240.00	7,182.40	1,723,776				1,723,776
000	AAONC4009	AP	ELECTRICIAN 3	4	4.00	96.00	7,926.00	760,896				760,896
000	AAONC4012	AP	FACILITY MAINTENANCE SPEC	51	51.00	1224.00	4,727.05	5,785,920				5,785,920
110	AAONC4014	AP	FACILITY OPERATIONS SPEC 1	1	1.00	24.00	5,138.25	136,872				136,872
110	AAONC4015	AP	FACILITY OPERATIONS SPEC 2	2	2.00	48.00	6,333.00	303,984				303,984

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC4021	AP	WELDER 2	8	8.00	192.00	6,128.62	1,176,696				1,176,696
000	AAONC4033	AP	FACILITY ENERGY TECHNICIAN 2	17	17.00	408.00	5,228.00	2,133,024				2,133,024
000	AAONC4034	AP	FACILITY ENERGY TECHNICIAN 3	14	14.00	336.00	6,414.00	2,155,104				2,155,104
000	AAONC4039	AP	PHYSCL/ELECTRNC SECRTY TECH 3	2	2.00	48.00	6,606.00	317,088				317,088
110	AAONC4051	AP	ELECTRONIC SECURITY TECH 2	12	12.00	288.00	6,647.75	1,914,552				1,914,552
000	AAONC4110	AP	GROUNDS MAINTENANCE WORKER 2	6	6.00	144.00	4,369.33	629,184				629,184
000	AAONC4402	AP	TRUCK DRIVER 2	7	7.00	168.00	5,307.14	891,600				891,600
000	AAONC4419	AP	AUTOMOTIVE TECHNICIAN 2	4	4.00	96.00	5,639.75	541,416				541,416
000	AAONC5232	AP	INVESTIGATOR 2	3	3.00	72.00	5,618.66	404,544				404,544
000	AAONC5237	AP	DEPT/CORRECTIONS INSPECTOR 1	2	2.00	48.00	5,015.50	240,744				240,744
124	AAONC5238	AP	DEPT/CORRECTIONS INSPECTOR 2	16	16.00	384.00	6,509.81	2,499,768				2,499,768
122	AAONC6128	AP	CERTIFIED MEDICATION AIDE	50	43.00	1032.00	3,447.00	3,557,300				3,557,300
000	AAONC6138	AP	HEALTH SERVICES TECHNICIAN	14	14.00	336.00	4,660.71	1,566,000				1,566,000
124	AAONC6214	AP	INSTITUTION REGISTERED NURSE	183	179.83	4315.74	7,371.26	31,898,172				31,898,172
000	AAONC6255	AP	NURSE PRACTITIONER	13	11.70	280.80	9,202.78	2,617,651				2,617,651
121	AAONC6256	AP	PSYCHIATRIC NURSE PRACTIONER	16	15.69	376.56	9,164.87	3,460,343				3,460,343
000	AAONC6260	AP	PHARMACIST	5	5.00	120.00	12,095.00	1,451,400				1,451,400
000	AAONC6263	AP	PHARMACIST 2	2	2.00	48.00	12,974.50	622,776				622,776
000	AAONC6271	AP	DIETICIAN 2	1	1.00	24.00	6,880.00	165,120				165,120
000	AAONC6298	AP	TEST COORDINATOR	4	4.00	96.00	4,284.50	411,312				411,312
000	AAONC6348	AP	RADIOLOGIC TECHNOLOGIST	3	3.00	72.00	5,039.00	362,808				362,808
000	AAONC6385	AP	PHARMACY CLERK/PHARMACY TECH 2	11	10.34	248.20	3,693.00	928,611				928,611
000	AAONC6386	AP	PHARMACY TECHNICIAN 2	10	10.00	240.00	3,976.90	954,456				954,456
000	AAONC6394	AP	DENTAL ASSISTANT 2	29	26.88	645.21	4,334.03	2,824,897				2,824,897
000	AAONC6519	AP	CORRECTIONS RECREATION SPEC 2	17	16.71	401.04	4,776.23	1,921,254				1,921,254

PKG	CLASS	COMP		DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	AAONC	6534	AP	BEHAVIOR HEALTH SPECIALIST 2	53	53.00	1272.00	6,466.24	8,225,064				8,225,064
000	AAONC	6612	AP	SOCIAL SERVICE SPECIALIST 1	1	1.00	24.00	4,950.00	118,800				118,800
000	AAONC	6680	AP	CHAPLAIN	19	19.00	456.00	6,146.26	2,802,696				2,802,696
111	AAONC	6783	AP	CORRECTIONAL COUNSELOR	118	118.00	2832.00	6,434.38	18,222,192				18,222,192
111	AAONC	9120	AP	CORRECTIONS FOOD SERV COORD	101	100.51	2412.21	4,646.83	11,212,350				11,212,350
111	AAOSC	6775	AP	CORRECTIONAL OFFICER	1633	1619.43	38866.39	5,570.40	214,205,977	2,678,472			216,884,449
120	AAOSC	6776	AP	CORRECTIONAL CORPORAL	143	142.49	3419.76	5,857.74	20,048,100				20,048,100
120	AAOSC	6777	AP	CORRECTIONAL SERGEANT	210	207.51	4980.24	6,457.83	32,205,273				32,205,273
000	AE	U7510	AP	DENTIST	23	21.00	504.00	16,319.95	8,258,544				8,258,544
104	AQ	C6787	AP	ADULT PAROLE/PROBATION OFFICER	44	44.00	1056.00	6,744.31	7,122,000				7,122,000
000	CP	C0015	AP	HEALTH INFORMATION SPECIALIST	1	1.00	24.00	4,941.00	118,584				118,584
000	CP	C0103	AP	OFFICE SPECIALIST 1	1	1.00	24.00	3,610.00	86,640				86,640
101	CP	C0104	AP	OFFICE SPECIALIST 2	30	29.50	708.00	3,964.70	2,818,500				2,818,500
000	CP	C0108	AP	ADMINISTRATIVE SPECIALIST 2	2	2.00	48.00	4,855.00	233,040				233,040
000	CP	C0118	AP	EXECUTIVE SUPPORT SPECIALIST 1	5	5.00	120.00	4,527.00	543,240				543,240
000	CP	C0759	AP	SUPPLY SPECIALIST 2	4	4.00	96.00	5,257.00	504,672				504,672
000	CP	C0860	AP	PROGRAM ANALYST 1	1	1.00	24.00	4,941.00	118,584				118,584
000	CP	C0861	AP	PROGRAM ANALYST 2	1	1.00	24.00	7,520.00	180,480				180,480
000	CP	C0871	AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	7,175.00	172,200				172,200
000	CP	C0872	AP	OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,520.00	180,480				180,480
000	CP	C1485	IP	INFO SYSTEMS SPECIALIST 5	2	2.00	48.00	6,015.50	288,744				288,744
000	CP	C2219	AP	CORRECTION LIBRARY COORDINATOR	1	1.00	24.00	4,726.00	113,424				113,424
000	CP	C4001	AP	PAINTER	1	1.00	24.00	4,726.00	113,424				113,424
000	CP	C4003	AP	CARPENTER	1	1.00	24.00	5,958.00	142,992				142,992
000	CP	C4005	AP	PLUMBER	1	1.00	24.00	6,576.00	157,824				157,824

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	CP	C4008 AP	ELECTRICIAN 2	2	2.00	48.00	7,010.00	336,480				336,480
000	CP	C4009 AP	ELECTRICIAN 3	1	1.00	24.00	7,880.00	189,120				189,120
000	CP	C4012 AP	FACILITY MAINTENANCE SPEC	9	9.00	216.00	4,760.66	1,028,304				1,028,304
000	CP	C4021 AP	WELDER 2	1	1.00	24.00	5,182.00	124,368				124,368
000	CP	C4033 AP	FACILITY ENERGY TECHNICIAN 2	5	5.00	120.00	4,941.00	592,920				592,920
000	CP	C4034 AP	FACILITY ENERGY TECHNICIAN 3	2	2.00	48.00	6,576.00	315,648				315,648
000	CP	C4039 AP	PHYSCL/ELECTRNC SECRTY TECH 3	1	1.00	24.00	5,958.00	142,992				142,992
000	CP	C5232 AP	INVESTIGATOR 2	1	1.00	24.00	5,434.00	130,416				130,416
000	CP	C6138 AP	HEALTH SERVICES TECHNICIAN	6	6.00	144.00	4,440.50	639,432				639,432
000	CP	C6214 AP	INSTITUTION REGISTERED NURSE	37	35.86	860.64	7,467.48	6,456,312				6,456,312
000	CP	C6255 AP	NURSE PRACTITIONER	1	.50	12.00	9,963.00	119,556				119,556
000	CP	C6385 AP	PHARMACY CLERK/PHARMACY TECH 2	2	2.00	48.00	3,617.50	173,640				173,640
000	CP	C6394 AP	DENTAL ASSISTANT 2	4	4.00	96.00	4,528.00	434,688				434,688
000	CP	C6519 AP	CORRECTIONS RECREATION SPEC 2	6	6.00	144.00	4,793.33	690,240				690,240
000	CP	C6531 AP	BEHAVIORAL HEALTH SPECIALIST 1	1	1.00	24.00	5,688.00	136,512				136,512
124	CP	C6534 AP	BEHAVIOR HEALTH SPECIALIST 2	54	52.84	1268.16	5,583.37	7,084,765				7,084,765
000	CP	C6680 AP	CHAPLAIN	2	2.00	48.00	5,835.50	280,104				280,104
123	CP	C6783 AP	CORRECTIONAL COUNSELOR	29	29.00	696.00	5,855.20	4,075,224				4,075,224
000	CP	C9120 AP	CORRECTIONS FOOD SERV COORD	23	23.00	552.00	4,639.04	2,560,752				2,560,752
113	CS	C6775 AP	CORRECTIONAL OFFICER	420	418.80	10051.20	5,778.53	57,031,935	1,108,464			58,140,399
000	CS	C6776 AP	CORRECTIONAL CORPORAL	100	100.00	2400.00	5,892.48	14,141,952				14,141,952
000	CS	C6777 AP	CORRECTIONAL SERGEANT	65	64.44	1546.56	6,513.72	10,094,410				10,094,410
000	ME	AHZ7016 HP	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	15,147.00	363,528				363,528
000	ME	NNZ0830 AP	EXECUTIVE ASSISTANT	1	1.00	24.00	6,233.00	149,592				149,592
000	ME	SNZ7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	5	5.00	120.00	9,844.80	1,181,376				1,181,376

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MESNZ	7012 AP	PRINCIPAL EXECUTIVE/MANAGER G	4	4.00	96.00	11,696.00	1,122,816				1,122,816
000	MESNZ	7014 AP	PRINCIPAL EXECUTIVE/MANAGER H	14	14.00	336.00	12,683.07	4,261,512				4,261,512
000	MESNZ	7016 AP	PRINCIPAL EXECUTIVE/MANAGER I	1	1.00	24.00	14,213.00	341,112				341,112
000	MMN	X0118 AP	EXECUTIVE SUPPORT SPECIALIST 1	1	1.00	24.00	4,219.00	101,256				101,256
000	MMN	X0119 AP	EXECUTIVE SUPPORT SPECIALIST 2	5	5.00	120.00	4,430.00	531,600				531,600
000	MMN	X0856 AP	PROJECT MANAGER 3	1	1.00	24.00	8,740.00	209,760				209,760
119	MMN	X0861 AP	PROGRAM ANALYST 2	2	2.00	48.00	5,127.00	246,096				246,096
000	MMN	X0863 AP	PROGRAM ANALYST 4	1	1.00	24.00	8,332.00	199,968				199,968
000	MMN	X0866 AP	PUBLIC AFFAIRS SPECIALIST 3	1	1.00	24.00	8,332.00	199,968				199,968
000	MMN	X0871 AP	OPERATIONS & POLICY ANALYST 2	1	1.00	24.00	6,542.00	157,008				157,008
060	MMN	X0872 AP	OPERATIONS & POLICY ANALYST 3	12	12.00	288.00	7,233.00	2,083,104				2,083,104
121	MMN	X0873 AP	OPERATIONS & POLICY ANALYST 4	21	20.04	480.96	7,065.33	3,410,200				3,410,200
000	MMN	X1319 AP	HUMAN RESOURCE ASSISTANT	5	5.00	120.00	4,443.00	533,160				533,160
000	MMN	X1320 AP	HUMAN RESOURCE ANALYST 1	5	4.50	108.00	5,497.00	591,840				591,840
117	MMN	X1321 AP	HUMAN RESOURCE ANALYST 2	14	14.00	336.00	5,410.57	1,817,952				1,817,952
117	MMN	X1322 AP	HUMAN RESOURCE ANALYST 3	22	22.00	528.00	6,897.86	3,642,072				3,642,072
000	MMN	X5239 AP	DEPT/CORRECTIONS INSPECTOR 3	6	6.00	144.00	7,097.00	1,021,968				1,021,968
000	MMN	X5618 AP	INTERNAL AUDITOR 3	2	2.00	48.00	8,332.00	399,936				399,936
000	MMN	X6779 AP	CORRECTIONAL LIEUTENANT	5	5.00	120.00	6,773.60	812,832				812,832
000	MMN	X7004 AP	PRINCIPAL EXECUTIVE/MANAGER C	2	2.00	48.00	7,208.00	345,984				345,984
119	MMN	X7006 AP	PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	5,937.00	142,488				142,488
116	MMN	X7006 IP	PRINCIPAL EXECUTIVE/MANAGER D	3	3.00	72.00	6,862.00	494,064				494,064
116	MMN	X7008 IP	PRINCIPAL EXECUTIVE/MANAGER E	6	6.00	144.00	7,561.00	1,088,784				1,088,784
113	MMN	X7010 AP	PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	7,208.00		172,992			172,992
116	MMN	X7012 IP	PRINCIPAL EXECUTIVE/MANAGER G	1	1.00	24.00	10,121.00	242,904				242,904

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
000	MMS	X0113	AP SUPPORT SERVICES SUPERVISOR 2	1	1.00	24.00	4,885.00	117,240				117,240
000	MMS	X0114	AP SUPPORT SERVICES SUPERVISOR 3	1	1.00	24.00	5,382.00	129,168				129,168
000	MMS	X0119	AP EXECUTIVE SUPPORT SPECIALIST 2	11	11.00	264.00	4,500.54	1,188,144				1,188,144
000	MMS	X0805	AP OFFICE MANAGER 1	2	2.00	48.00	4,885.00	234,480				234,480
000	MMS	X0833	AP SUPV EXECUTIVE ASSISTANT	7	7.00	168.00	6,455.57	1,084,536				1,084,536
000	MMS	X0872	AP OPERATIONS & POLICY ANALYST 3	1	1.00	24.00	7,942.00	190,608				190,608
000	MMS	X3269	AP CONSTRUCTION PROJECT MANAGER 3	1	1.00	24.00	8,740.00	209,760				209,760
000	MMS	X4046	AP MAINTENANCE & OPERATIONS SUPV	8	8.00	192.00	6,479.25	1,244,016				1,244,016
115	MMS	X6241	AP NURSE MANAGER	13	13.00	312.00	10,259.69	3,201,024				3,201,024
111	MMS	X6779	AP CORRECTIONAL LIEUTENANT	109	109.00	2616.00	6,989.09	18,283,464				18,283,464
000	MMS	X6780	AP CORRECTIONAL CAPTAIN	48	48.00	1152.00	8,385.16	9,659,712				9,659,712
000	MMS	X7000	AP PRINCIPAL EXECUTIVE/MANAGER A	1	1.00	24.00	5,937.00	142,488				142,488
000	MMS	X7002	AP PRINCIPAL EXECUTIVE/MANAGER B	17	17.00	408.00	5,957.35	2,430,600				2,430,600
101	MMS	X7004	AP PRINCIPAL EXECUTIVE/MANAGER C	42	42.00	1008.00	6,935.00	6,804,384	172,992			6,977,376
109	MMS	X7006	AP PRINCIPAL EXECUTIVE/MANAGER D	38	38.00	912.00	7,804.42	7,117,632				7,117,632
000	MMS	X7006	IP PRINCIPAL EXECUTIVE/MANAGER D	1	1.00	24.00	9,642.00	231,408				231,408
119	MMS	X7008	AP PRINCIPAL EXECUTIVE/MANAGER E	29	29.00	696.00	8,727.58	5,854,152	220,248			6,074,400
000	MMS	X7008	IP PRINCIPAL EXECUTIVE/MANAGER E	4	4.00	96.00	10,615.00	1,019,040				1,019,040
000	MMS	X7010	AA PRINCIPAL EXECUTIVE/MANAGER F	1	1.00	24.00	0.00					
109	MMS	X7010	AP PRINCIPAL EXECUTIVE/MANAGER F	41	41.00	984.00	9,897.46	9,739,104				9,739,104
107	MMS	X7010	IP PRINCIPAL EXECUTIVE/MANAGER F	2	2.00	48.00	10,014.00	480,672				480,672
121	MNNNZ	7514	AP CORRECTIONS PHYSICIAN SPECIALI	23	21.73	521.52	19,916.73	10,440,238				10,440,238
000	MNSNZ	7511	AP SUPERVISING DENTIST A	1	1.00	24.00	9,642.00	231,408				231,408
000	MNSNZ	7519	AP CLINCIAL DIRECTOR	1	1.00	24.00	23,120.00	554,880				554,880
				5004	4958.53	119004.26	6,039.65	709,027,102	9,185,858			718,212,960

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL

PKG	CLASS	COMP	DESCRIPTION	POS CNT	FTE	MOS	AVERAGE RATE	GF SAL	OF SAL	FF SAL	LF SAL	AF SAL
				5004	4958.53	119004.26	6,039.65	709,027,102	9,185,858			718,212,960

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
1900005	001321590	003-40-03-00000	101	0 PF	CP	C0104	AP 15	02	1	1.00	3,305.00	24.00	79,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900006	001321600	003-21-03-00000	101	0 PF	CP	C0104	AP 15	02	1	1.00	3,305.00	24.00	79,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900007	001321610	003-21-03-00000	101	0 PF	CP	C0104	AP 15	02		.00	3,305.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900008	001321620	003-22-03-00000	101	0 PF	CP	C0104	AP 15	02	1	1.00	3,305.00	24.00	79,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900010	001321640	003-21-03-00000	101	0 PF	CP	C6783	AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900011	001321650	003-22-03-00000	101	0 PF	CP	C6783	AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900012	001321660	003-24-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900013	001321670	003-26-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900014	001321680	003-26-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900015	001321690	003-35-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900016	001321700	003-40-03-00000	101	0 PF	CP	C6783	AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900017	001321710	003-55-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900018	001321720	003-70-03-00000	101	0 PF	AAONC6783		AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900140	001327650	003-21-03-00000	101	0 PF	CP	C6783	AP 25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			101						13	13.00		312.00	1,484,040				

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
1900022	001321770	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900023	001321780	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900024	001321790	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900025	001335060	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900026	001321800	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900027	001321740	003-65-60-00000	111	0	PP	AAOSC	6775 AP	18	02	1	.16	4,354.00	3.84	16,719				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900028	001322210	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900029	001322490	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900030	001322790	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900031	001322870	003-65-60-00000	111	0	PP	AAOSC	6775 AP	18	02	1	.44	4,354.00	10.56	45,978				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900032	001322890	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900033	001322910	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900034	001322920	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900035	001322940	003-65-60-00000	111	0	PP	AAOSC	6775 AP	18	02	1	.44	4,354.00	10.56	45,978				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900036	001322960	003-65-60-00000	111	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900037	001322970	003-65-60-00000	111	0	PP	AAOSC	6775 AP	18	02	1	.23	4,354.00	5.52	24,034				
EST DATE: 2019/07/01 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
1900038	001322990	003-65-60-00000	111	0	PF	AAOSC6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900039	001323010	003-65-60-00000	111	0	PP	AAOSC6775 AP	18	02	1	.72	4,354.00	17.28	75,237				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900040	001323020	003-65-07-00000	111	0	PF	AAONC9120 AP	18	02	1	1.00	3,769.00	24.00	90,456				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900041	001323030	003-65-60-00000	111	0	PF	MMS X6779 AP	28	02	1	1.00	5,382.00	24.00	129,168				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			111						20	16.99		407.76	1,786,018				

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
1900046	001321820	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900047	001321830	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900048	001321840	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900049	001321850	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900050	001321860	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900051	001321870	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900052	001321880	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900053	001321890	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900053	001321900	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02		.00	4,354.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900054	001321910	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900055	001321920	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900056	001321930	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900057	001321940	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900058	001321950	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900059	001321960	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900060	001321970	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 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
1900061	001321980	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900062	001321990	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900063	001322000	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900064	001322010	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900065	001322020	003-55-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900066	001322030	003-55-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.64	4,354.00	15.36	66,877				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900067	001322050	003-26-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900068	001322080	003-26-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900069	001322090	003-26-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900070	001322100	003-26-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.44	4,354.00	10.56	45,978				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900071	001322120	003-65-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900072	001322140	003-65-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900073	001322150	003-65-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900074	001322160	003-65-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.44	4,354.00	10.56	45,978				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900075	001322350	003-60-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900076	001322360	003-60-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 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
1900077	001322370	003-60-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900078	001322380	003-60-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900079	001322390	003-60-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900080	001322410	003-60-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.16	4,354.00	3.84	16,719				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900081	001322420	003-40-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900082	001322440	003-40-60-00000	112	0	PP	CS	C6775 AP	17	02	1	.72	4,657.00	17.28	80,473				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900083	001322470	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900084	001322480	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900085	001322500	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900086	001322510	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900087	001322520	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900087	001322550	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02		.00	4,657.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900088	001322560	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900089	001322570	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900090	001322580	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900091	001322590	003-30-60-00000	112	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 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
1900092	001322600	003-30-60-00000	112	0 PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900093	001322610	003-30-60-00000	112	0 PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900094	001322630	003-30-60-00000	112	0 PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900095	001322640	003-30-60-00000	112	0 PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00	111,768				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900096	001322650	003-30-60-00000	112	0 PP	CS	C6775 AP	17	02	1	.76	4,657.00	18.24	84,944				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900097	001322660	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900098	001322670	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900099	001322680	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900100	001322690	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900101	001322700	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900102	001322720	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900103	001322740	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900104	001322750	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900105	001322760	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900106	001322770	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900107	001322780	003-80-60-00000	112	0 PF	AAOSC6775	AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 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
1900108	001322800	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900109	001322810	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900110	001322820	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900111	001322830	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900112	001322840	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900113	001322850	003-80-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900114	001322860	003-80-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.20	4,354.00	4.80	20,899				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900115	001323300	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900116	001323310	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900117	001323320	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900118	001323330	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900119	001323340	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900120	001323350	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900121	001323360	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900122	001323370	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900123	001323380	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 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
1900124	001323390	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900125	001323400	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900126	001323410	003-45-60-00000	112	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900127	001323420	003-45-60-00000	112	0	PP	AAOSC	6775 AP	18	02	1	.04	4,354.00	.96	4,180				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			112							82	77.40		1857.60	8,200,560				

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
1900173	001328280	003-24-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900174	001328290	003-45-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900175	001328300	003-23-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900176	001328310	003-23-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900177	001328320	003-80-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900178	001328330	003-70-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900179	001328340	003-70-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900183	001328250	003-65-60-00000	113	0	PF	AAOSC	6775 AP	18	02	1	1.00	4,354.00	24.00		104,496			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900184	001328260	003-21-60-00000	113	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00		111,768			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900185	001328270	003-21-60-00000	113	0	PF	CS	C6775 AP	17	02	1	1.00	4,657.00	24.00		111,768			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			113							10	10.00		240.00		1,059,504			

SUMMARY XREF: 003-00-00 120 Operations Division

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
1900293	001329790	003-30-60-00000	120	0	PF	AAOSC6775 AP	18	02	1	1.00	4,354.00	24.00	104,496				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900294	001329810	003-30-60-00000	120	0	PP	AAOSC6775 AP	18	02	1	.96	4,354.00	23.04	100,316				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900295	001329820	003-30-60-00000	120	0	PP	AAOSC6777 AP	21	02	1	.49	4,985.00	11.76	58,624				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900296	001329830	003-30-60-00000	120	0	PP	AAOSC6776 AP	19	02	1	.49	4,550.00	11.76	53,508				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900297	001329840	003-30-60-00000	120	0	PF	AAOSC6777 AP	21	02	1	1.00	4,985.00	24.00	119,640				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900298	001329850	003-30-60-00000	120	0	PP	AAOSC6777 AP	21	02	1	.72	4,985.00	17.28	86,141				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			120						6	4.66		111.84	522,725				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F	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
1900329	001330890	003-40-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900330	001330920	003-55-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900331	001330930	003-45-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900332	001330950	003-60-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900333	001330960	003-65-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900334	001330980	003-80-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900416	001331690	003-80-03-00000	123	0	PF	CP	C6783 AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			123							7	7.00		168.00	872,256				
										138	129.05		3097.20	12,865,599	1,059,504			

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
1900004	001317390	004-15-01-00000	060	0 PF	MMN X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			060					1	1.00		24.00	157,008				

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
1900151	001327790	004-15-01-00000	105	0 PF	AAONC1117 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900152	001327800	004-15-01-00000	105	0 PF	AAONC0872 AP	30	02	1	1.00	6,606.00	24.00	158,544				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900153	001327810	004-15-03-00000	105	0 PF	MMN X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			105					3	3.00		72.00	446,352				

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
1900163	001328010	004-20-01-00000	108	0 PF	AAONC0871 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			108					1	1.00		24.00	136,872				

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
1900165	001328030	004-20-01-00000	109	0 PF	MMN X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900166	001328040	004-20-01-00000	109	0 PF	AAONC0107 AP	17	02	1	1.00	3,600.00	24.00	86,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			109					2	2.00		48.00	243,408				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F	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
1900186	001328350	004-16-03-00000	113	0	PF	AAONC	1216 AP	23	02	1	1.00	4,733.00	24.00		113,592			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			113							1	1.00		24.00		113,592			

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
1900187	001328360	004-16-10-00000	114	0 PF	AAONC0870 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900188	001328370	004-16-10-00000	114	0 PF	AAONC0870 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			114					2	2.00		48.00	227,184				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F	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
1900335	001331010	004-19-02-00000	124	0	PF	AAONC5238 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900336	001331020	004-19-02-00000	124	0	PF	AAONC5238 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900337	001331030	004-19-02-00000	124	0	PF	AAONC5238 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900338	001331040	004-19-02-00000	124	0	PF	AAONC5238 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			124						4	4.00		96.00	523,200				
									14	14.00		336.00	1,734,024	113,592			

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
1900141	001327660	006-07-02-00000	101	0	PF	AAONC	1339 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900142	001327670	006-07-02-00000	101	0	PF	AAONC	1339 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900143	001327680	006-07-02-00000	101	0	PF	AAONC	1339 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900144	001327710	006-07-02-00000	101	0	PF	AAONC	1339 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900145	001327720	006-07-02-00000	101	0	PF	AAONC	1338 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900146	001327730	006-07-02-00000	101	0	PF	AAONC	1338 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900147	001327740	006-07-02-00000	101	0	PF	AAONC	1338 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900148	001327750	006-07-02-00000	101	0	PF	AAONC	1338 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900149	001327760	006-07-02-00000	101	0	PF	AAONC	1338 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900150	001327780	006-07-02-00000	101	0	PF	MMS	X7004 AP	28X	02	1	1.00	5,127.00	24.00	123,048				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			101							10	10.00		240.00	1,238,496				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F	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
1900154	001327820	006-06-03-00000	107	0	PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900155	001327830	006-06-03-00000	107	0	PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900156	001327840	006-06-03-00000	107	0	PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900157	001327850	006-06-03-00000	107	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900158	001327860	006-06-03-00000	107	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900347	001327870	006-06-03-00000	107	0	LF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																	
1900348	001327890	006-06-03-00000	107	0	LF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																	
1900349	001327900	006-06-03-00000	107	0	LF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																	
1900350	001327920	006-06-03-00000	107	0	LF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																	
1900351	001327930	006-06-03-00000	107	0	LF	MMS X7010 IP	35X	02	1	1.00	8,332.00	24.00	199,968				
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																	
			107						10	10.00		240.00	1,548,000				

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
1900159	001327950	006-06-04-00000	108	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900160	001327970	006-06-04-00000	108	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900161	001327980	006-06-03-00000	108	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900162	001327990	006-06-03-00000	108	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			108					4	4.00		96.00	583,344				

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
1900164	001328020	006-07-01-00000	109	0 PF	MMS X7006 AP	31X	02	1	1.00	5,937.00	24.00	142,488				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900167	001328050	006-07-07-00000	109	0 PF	AAONC0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900168	001328060	006-07-07-00000	109	0 PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900169	001328070	006-04-01-00000	109	0 PF	MMS X7010 AP	35X	02	1	1.00	7,208.00	24.00	172,992				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900170	001328080	006-04-01-00000	109	0 PF	AAONC0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			109					5	5.00		120.00	591,072				

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
1900128	001323610	006-04-01-00000	110	0 PF	AAONC3268 AP	30	02	1	1.00	6,606.00	24.00	158,544				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900129	001329680	006-04-01-00000	110	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900130	001323620	006-04-01-00000	110	0 PF	AAONC4015 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900131	001323630	006-04-01-00000	110	0 PF	AAONC4005 AP	24	02	1	1.00	4,950.00	24.00	118,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900132	001323640	006-04-01-00000	110	0 PF	AAONC4051 AP	26	02	1	1.00	5,450.00	24.00	130,800				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900133	001323650	006-04-01-00000	110	0 LF	AAONC3268 AP	30	02		.00	6,606.00	.00					
EST DATE: 2019/07/01 EXP DATE: 2021/06/30																
1900134	001323660	006-04-01-00000	110	0 PF	AAONC3268 AP	30	02		.00	6,606.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900135	001323670	006-04-01-00000	110	0 PF	AAONC0436 AP	23	02		.00	4,733.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900136	001323680	006-04-01-00000	110	0 PF	AAONC0103 AP	11	02		.00	2,822.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900137	001323690	006-04-01-00000	110	0 PF	AAONC4014 AP	24	02		.00	4,950.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900138	001323700	006-04-01-00000	110	0 PF	AAONC4014 AP	24	02		.00	4,950.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900139	001323710	006-04-01-00000	110	0 PF	AAONC4014 AP	24	02		.00	4,950.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			110					5	5.00		120.00	681,552				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F POS Y TYP	CLASS COMP	RNG	ST P	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TR K
1900180	001328220	006-04-02-00000	113	0 PF	MMN X7010 AP	35X	02	1	1.00	7,208.00	24.00		172,992			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900181	001328230	006-04-02-00000	113	0 PF	AAONC0854 AP	26	02	1	1.00	5,450.00	24.00		130,800			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900182	001328240	006-04-02-00000	113	0 PF	AAONC0108 AP	19	02	1	1.00	3,944.00	24.00		94,656			
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			113					3	3.00		72.00		398,448			

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
1900212	001329690	006-06-01-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900213	001328930	006-06-02-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900214	001329080	006-06-03-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900215	001329510	006-06-04-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900216	001328810	006-06-01-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900217	001329090	006-06-03-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900218	001328820	006-06-01-00000	116	0 PF	MMN X7012 IP	38X	02	1	1.00	10,121.00	24.00	242,904				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900219	001328830	006-06-01-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900220	001328840	006-06-01-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900221	001328850	006-06-01-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900222	001328860	006-06-01-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900223	001329100	006-06-03-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900224	001329110	006-06-03-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900225	001329120	006-06-03-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900226	001328870	006-06-01-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900227	001328880	006-06-01-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 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
1900228	001329520	006-06-04-00000	116	0	PF	AAONC1486 IP	28	02	1	1.00	5,360.00	24.00	128,640				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900229	001328940	006-06-02-00000	116	0	PF	AAONC1486 IP	28	02	1	1.00	5,360.00	24.00	128,640				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900230	001329530	006-06-04-00000	116	0	PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900231	001328950	006-06-02-00000	116	0	PF	AAONC1483 IP	21	02	1	1.00	4,127.00	24.00	99,048				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900232	001329130	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900233	001329300	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900234	001329310	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900235	001329320	006-06-03-00000	116	0	PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900236	001329330	006-06-03-00000	116	0	PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900237	001329340	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900238	001329350	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900239	001329360	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900240	001329370	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900241	001329380	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900242	001329390	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900243	001329400	006-06-03-00000	116	0	PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 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
1900244	001329410	006-06-03-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900245	001329430	006-06-03-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900246	001329440	006-06-03-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900247	001329450	006-06-03-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900248	001329460	006-06-03-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900249	001329470	006-06-03-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900250	001329480	006-06-03-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900251	001329490	006-06-03-00000	116	0 PF	AAONC0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900252	001329540	006-06-04-00000	116	0 PF	MMN X7006 IP	31X	02	1	1.00	6,862.00	24.00	164,688				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900253	001329550	006-06-04-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900254	001329570	006-06-04-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900255	001329580	006-06-04-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900256	001329590	006-06-04-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900257	001328890	006-06-01-00000	116	0 PF	MMN X7008 IP	33X	02	1	1.00	7,561.00	24.00	181,464				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900258	001328900	006-06-01-00000	116	0 PF	AAONC1488 IP	33	02	1	1.00	6,480.00	24.00	155,520				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900259	001328910	006-06-01-00000	116	0 PF	AAONC1486 IP	28	02	1	1.00	5,360.00	24.00	128,640				
EST DATE: 2019/07/01 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
1900260	001328920	006-06-01-00000	116	0 PF	AAONC0107 AP	17	02	1	1.00	3,600.00	24.00	86,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900261	001328960	006-06-02-00000	116	0 PF	AAONC1483 IP	21	02	1	1.00	4,127.00	24.00	99,048				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900262	001328970	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900263	001328980	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900264	001328990	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900265	001329000	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900266	001329010	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900267	001329020	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900268	001329030	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900269	001329040	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900270	001329050	006-06-02-00000	116	0 PF	AAONC1485 IP	26	02	1	1.00	5,008.00	24.00	120,192				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900271	001329060	006-06-02-00000	116	0 PF	MMN X7006 IP	31X	02	1	1.00	6,862.00	24.00	164,688				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900272	001329070	006-06-02-00000	116	0 PF	MMN X7006 IP	31X	02	1	1.00	6,862.00	24.00	164,688				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900273	001329600	006-06-04-00000	116	0 PF	AAONC1487 IP	31	02	1	1.00	5,942.00	24.00	142,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900274	001329610	006-06-04-00000	116	0 PF	AAONC1486 IP	28	02	1	1.00	5,360.00	24.00	128,640				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			116					63	63.00		1512.00	9,065,040				

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F/Y	POS TYP	CLASS COMP	RNG	STP	POS CNT	FTE	BUDGET RATE	MOS	GF SAL	OF SAL	FF SAL	LF SAL	TRK
1900275	001328750	006-07-03-00000	117	0	PF	MMN X1322 AP	29	02	1	1.00	5,650.00	24.00	135,600				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900276	001328770	006-07-03-00000	117	0	PF	MMN X1322 AP	29	02	1	1.00	5,650.00	24.00	135,600				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900277	001328790	006-07-05-00000	117	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900278	001328670	006-07-06-00000	117	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900279	001328680	006-07-06-00000	117	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900280	001328700	006-07-06-00000	117	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900281	001328710	006-07-03-00000	117	0	PF	MMN X1322 AP	29	02	1	1.00	5,650.00	24.00	135,600				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900282	001328730	006-07-03-00000	117	0	PF	MMN X1322 AP	29	02	1	1.00	5,650.00	24.00	135,600				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900283	001328740	006-07-03-00000	117	0	PF	MMN X1322 AP	29	02	1	1.00	5,650.00	24.00	135,600				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			117						9	9.00		216.00	1,146,960				

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
1900286	001328100	006-10-01-00000	119	0	PF	MMS X7008 AP	33X	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900287	001328120	006-10-01-00000	119	0	PF	MMN X7006 AP	31X	02	1	1.00	5,937.00	24.00	142,488				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900288	001328130	006-10-01-00000	119	0	PF	MMN X0861 AP	27	02	1	1.00	5,127.00	24.00	123,048				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900289	001328160	006-10-01-00000	119	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900290	001328170	006-10-01-00000	119	0	PF	MMN X1321 AP	26	02	1	1.00	4,885.00	24.00	117,240				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900291	001328180	006-07-08-00000	119	0	PF	MMS X7008 AP	33X	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900292	001328210	006-07-08-00000	119	0	PF	AAONC0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			119						7	7.00		168.00	893,208				
									116	116.00		2784.00	15,747,672	398,448			

SUMMARY XREF: 009-00-00 104 Community Correction

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
1900019	001321730	009-03-01-00000	104	0	PF	AQ	C6787	AP 26	02	1	1.00	5,452.00	24.00	130,848				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900020	001321750	009-03-01-00000	104	0	PF	AAONC0104		AP 15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900021	001321760	009-03-02-00000	104	0	PF	AAONC0108		AP 19	02	1	1.00	3,944.00	24.00	94,656				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			104							3	3.00		72.00	304,680				
										3	3.00		72.00	304,680				

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
1900189	001328500	010-01-40-00000	115	0	PF	MMS X6241 AP	36	02	1	1.00	7,942.00	24.00	190,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900190	001328510	010-01-40-00000	115	0	PF	AAONC0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900191	001328520	010-01-40-00000	115	0	PF	AAONC0015 AP	18	02	1	1.00	3,769.00	24.00	90,456				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900192	001328530	010-01-40-00000	115	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900193	001328540	010-01-40-00000	115	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900194	001328550	010-01-40-00000	115	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900195	001328560	010-01-40-00000	115	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900196	001328570	010-01-40-00000	115	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900197	001328580	010-01-40-00000	115	0	PF	AAONC6214 AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900198	001328590	010-01-40-00000	115	0	PF	AAONC6214 AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900199	001328600	010-01-40-00000	115	0	PF	AAONC6214 AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900200	001328610	010-01-40-00000	115	0	PF	AAONC6214 AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900201	001328620	010-01-40-00000	115	0	PF	AAONC6214 AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900202	001329190	010-01-40-00000	115	0	PP	AAONC6128 AP	16	02	1	.72	3,447.00	17.28	59,564				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900203	001329200	010-01-40-00000	115	0	PP	AAONC6128 AP	16	02	1	.72	3,447.00	17.28	59,564				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900204	001329210	010-01-40-00000	115	0	PP	AAONC6128 AP	16	02	1	.72	3,447.00	17.28	59,564				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	

POSITION NUMBER	AUTH NO	ORG STRUC	PKG	F	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
1900205	001329220	010-01-40-00000	115	0	PP	AAONC	6128 AP	16	02	1	.72	3,447.00	17.28	59,564				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900206	001329230	010-01-40-00000	115	0	PP	AAONC	6128 AP	16	02	1	.72	3,447.00	17.28	59,564				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900207	001329240	010-01-40-00000	115	0	PP	AAONC	6214 AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900208	001329250	010-01-40-00000	115	0	PP	AAONC	6214 AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900209	001329260	010-01-40-00000	115	0	PP	AAONC	6214 AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900210	001329270	010-01-40-00000	115	0	PP	AAONC	6214 AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900211	001329280	010-01-40-00000	115	0	PP	AAONC	6214 AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			115							23	20.20		484.80	2,269,850				

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
1900357	001329760	010-01-01-00000	121	0	PF	MNNNZ	7514 AP	50	02	1	1.00	15,667.00	24.00	376,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900358	001329780	010-01-01-00000	121	0	PP	MNNNZ	7514 AP	50	02	1	.23	15,667.00	5.52	86,482				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900359	001329890	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900360	001329900	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900361	001329920	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900362	001329930	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900363	001329940	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900364	001329950	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900365	001329960	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900366	001329970	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900367	001329990	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900368	001330000	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900369	001330010	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900370	001330020	010-05-01-00000	121	0	PF	MMN	X0873 AP	32	02	1	1.00	6,542.00	24.00	157,008				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900371	001330030	010-05-01-00000	121	0	PP	MMN	X0873 AP	32	02	1	.04	6,542.00	.96	6,280				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900372	001330050	010-05-01-00000	121	0	PF	AAONC	6256 AP	34	02	1	1.00	7,926.00	24.00	190,224				
EST DATE: 2019/07/01 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
1900373	001330060	010-05-01-00000	121	0 PF	AAONC6256	AP	34	02	1	1.00	7,926.00	24.00	190,224				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900374	001330070	010-05-01-00000	121	0 PF	AAONC6256	AP	34	02	1	1.00	7,926.00	24.00	190,224				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900375	001330080	010-05-01-00000	121	0 PP	AAONC6256	AP	34	02	1	.69	7,926.00	16.56	131,255				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900376	001330090	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900377	001330100	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900378	001330110	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900379	001330120	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900380	001330130	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900381	001330140	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900382	001330150	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900383	001330170	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900384	001330180	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900385	001330190	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900386	001330200	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900387	001330210	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900388	001330220	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 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
1900389	001330230	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900390	001330240	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900391	001330250	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900392	001330260	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900393	001330280	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900394	001330290	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900395	001330300	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900396	001330320	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900397	001330330	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900398	001330340	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900399	001330360	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900400	001330370	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900401	001330380	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900402	001330410	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900403	001330420	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900404	001330440	010-05-01-00000	121	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	

SUMMARY XREF: 010-00-00 121 Health Services

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
1900405	001330450	010-05-01-00000	121	0	PF	CP	C6534	AP 2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900406	001330460	010-05-01-00000	121	0	PF	CP	C6534	AP 2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900407	001330470	010-05-01-00000	121	0	PF	CP	C6534	AP 2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900408	001330480	010-05-01-00000	121	0	PF	CP	C6534	AP 2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900409	001330490	010-05-01-00000	121	0	PF	CP	C6534	AP 2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900410	001330510	010-05-01-00000	121	0	PP	CP	C6534	AP 2	02	1	.40	5,434.00	9.60	52,166				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			121							54	51.36		1232.64	7,541,103				

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
1900299	001330540	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900300	001330550	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900301	001330560	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900302	001330570	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900303	001330580	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900304	001330590	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900305	001330600	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900306	001330610	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900307	001330620	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900308	001330630	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900309	001330650	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900310	001330660	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900311	001330670	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900312	001330680	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900313	001330690	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900314	001330700	010-01-01-00000	122	0	PF	AAONC6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 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
1900315	001330710	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900316	001330720	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900316	001330740	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02		.00	3,447.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900317	001330760	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900318	001330770	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900319	001330780	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900320	001330790	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900321	001330800	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900322	001330810	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900323	001330820	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900324	001330830	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900325	001330840	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900326	001330850	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900327	001330860	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900328	001330870	010-01-01-00000	122	0	PF	AAONC	6128 AP	16	02	1	1.00	3,447.00	24.00	82,728				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900352	001331650	010-01-01-00000	122	0	PP	AAONC	6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 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
1900353	001329180	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900354	001331660	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900355	001331670	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900356	001331680	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900412	001331600	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900413	001331610	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900414	001331630	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900415	001331640	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900417	001331710	010-01-01-00000	122	0 PP	AAONC6128 AP	16	02	1	.44	3,447.00	10.56	36,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			122					40	34.40		825.60	2,845,840				

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
1900339	001332180	010-05-01-00000	124	0 PF	AAONC0107	AP	17	02	1	1.00	3,600.00	24.00	86,400				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900340	001332190	010-05-01-00000	124	0 PF	AAONC6214	AP	28N	02	1	1.00	5,805.00	24.00	139,320				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900341	001332200	010-05-01-00000	124	0 PP	AAONC6214	AP	28N	02	1	.72	5,805.00	17.28	100,310				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900342	001332210	010-05-01-00000	124	0 PF	AAONC0861	AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900343	001332230	010-05-01-00000	124	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900344	001332240	010-05-01-00000	124	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900345	001332250	010-05-01-00000	124	0 PF	CP	C6534 AP	2	02	1	1.00	5,434.00	24.00	130,416				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900346	001332260	010-05-01-00000	124	0 PP	CP	C6534 AP	2	02	1	.44	5,434.00	10.56	57,383				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			124						8	7.16		171.84	911,533				
									125	113.12		2714.88	13,568,326				

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
1900001	001317360	011-01-01-00000	060	0 PF	MMS X7010 AP	35X	02	1	1.00	7,208.00	24.00	172,992				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900002	001317370	011-01-01-00000	060	0 PF	MMN X0872 AP	30	02	1	1.00	5,937.00	24.00	142,488				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
1900003	001317380	011-01-01-00000	060	0 PF	MMN X0872 AP	30	02	1	1.00	5,937.00	24.00	142,488				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			060					3	3.00		72.00	457,968				

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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
1900009	001321630	011-01-01-00000	101	0 PF	AAONC0104 AP	15	02		.00	3,299.00	.00					
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			101						.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
1900042	001323040	011-03-01-00000	111	0 PF	AAONC1339	AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900043	001323050	011-08-01-00000	111	0 PF	AAONC6783	AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900044	001323440	011-08-01-00000	111	0 PF	AAONC6783	AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900045	001323450	011-10-01-00000	111	0 PF	AAONC6783	AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900171	001328190	011-10-01-00000	111	0 PF	AAONC0871	AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
1900172	001328200	011-10-01-00000	111	0 PF	AAONC6783	AP	25	02	1	1.00	5,192.00	24.00	124,608				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																	
			111						6	6.00		144.00	772,176				

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
1900284	001327770	011-11-01-00000	118	0	PF	AAONC	0104 AP	15	02	1	1.00	3,299.00	24.00	79,176				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
1900285	001328090	011-11-01-00000	118	0	PF	AAONC	0870 AP	23	02	1	1.00	4,733.00	24.00	113,592				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																		
			118							2	2.00		48.00	192,768				

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
1900411	001330520	011-01-01-00000	121	0 PF	AAONC0871 AP	27	02	1	1.00	5,703.00	24.00	136,872				
EST DATE: 2019/07/01 EXP DATE: 9999/01/01																
			121					1	1.00		24.00	136,872				
								12	12.00		288.00	1,559,784				
								408	387.17		9292.08	45,780,085	1,571,544			

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
											408	387.17		9292.08	45,780,085	1,571,544			