

### OREGON DEPARTMENT OF CORRECTIONS

Ways and Means Public Safety Subcommittee Presentation Phase II 2013-15

#### **Director Colette S. Peters**

# **Major Budget Drivers**





#### **Prison Population Forecast**





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### Cost Per Day

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





# Weighted Average Bed Days







The weighted daily average

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# OREGON DE CONTROL OR

#### **Cost Per Day**

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# **Cost Per Day Projections**

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#### Budgeted cost per budgeted bed day





# Accomplishing the Mission





# Sample OYA Process Map

PROCESSES AND MEASURES

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OREGON MISSION VALUES February 17, 2011 OYA protects the public Integrity
 Professionalism and reduces crime by holding youth offenders SHARED VISION outh who leave OYA lead Accountability able and providir FOUNDATIONS rime-free lives Respect opportunities for eformation in safe **KEY GOALS** Security and Reformation Competen Effective Organizati Workforce nd Transpare SUPPORTING PROCESSES SP 6: Securine OP 5: Providing OP 6: Managing SP 4: Managi SP 7 OP 1: Managing youth and staff **OP 2: Managing** OP 3: Managing OP 4: Managing onducting inicati youth health organizational the custody intake and basic youth reformation with internal strategic and Leveraging PROCESSES goods and safety process assessmen care services services and external operations resources erformance services 1. Ensuring daily 1. Receiving 1. Providing data 1. Confirming 1. Performing physical 1. Providing food 1. Holding youth Developing and Identifying trends and Defining baseline 1. Establishing budgets 1. Identifying human Determining needs operations are delinquency 2. Managing custodianship documentation received and dental evaluations implementing services accountable changing needs (current state of resources needs Understanding and Assessing custome information 2. Creating medical care 2. Providing canteen accounting effectively managed Confirming first-day Using assessment Complying with new strengths and Recruiting, hiring and applying ORSs and communication 2. Ensuring physical plants Staffing cases with and agency needs checklists plans services information to develop legal mandates weaknesses) Managing payroll retaining a diverse strategies OARs specific to Planning and partner agencies Assessing criminogenic 3. Assessing and treating 3. Providing mail Managing cash are safe and secure 3 case plans 2 Developing 3. Defining the current Identifying industry workforce contracting and 2 managing information 3. Making referrals to Selecting and risks and needs mental health 3. Initiating case plan Managing accounts services communication state of agency benchmarks using Orienting new procuring maintaining appropriate technology strategies treatment programs Assessing physical conditions Providing clothing. reformation operations and research-based bes payable materials employees Determining 4. Recommending equipment and Managing information mental and behavioral linens and laundry recommendations Managing accounts Screening for Managing internal program delivery practices Providing training. appropriate technology technical systems court actions infectious diseases services Delivering case plan receivable health Defining the desired Setting outcome and coaching, mentoring PROCESSES communications procurement method infrastructure 4. Preventing self-harm 5. Ensuring proper 5 Assessing special 5. Educating youth and Providing for good services Managing external future state of agency process targets Managing reporting and development (e.g., purchase order, and assault of others records Managing restitution 8. Managing assets Managing information needs staff on health care hygiene communications operations and Identifying the gaps opportunities request for proposal, technology projects management 9. Ensuring compliance 5. Ensuring safe 6 Reviewing youth issues Providing for family 6 Assessing and re-Involving citizens as program delivery three bids) between the current Managing worker 6. Validating court Delivering applications transportation of youth behavior during the Responding to youth communications and assessing youth advisors and -Identifying the gaps state and the desired comne sation and Contracting and 6. Deploying appropriate orders and health care requests visits SAIF claims and systems training assessment period progress on an volunteers between the current targets procuring goods and Delivering desktop staffing commitment dates Identifying appropriate (medigrams) Providing recreation ongoing basis Monitoring outcomes Prioritizing initiatives 6. Reviewing and and desired future services 7. Managing systems Participating in support Administering treatment and opportunities Adjusting case plans Implementing process evaluating performance states Monitoring delivery of Managing information resources to maximize hearings and . Transferring and placement resources medications based on assessments 6 Identifying the improvements 7. Managing succession services and products technology security to youth, staff and public dispositional transporting youth Monitoring outcomes Managing the youth Administering Meeting case plan resources needed to planning 6 Approving invoices for hearings minimize risk safety offender population via immunizations Making culturally objectives close the gap and adjusting actions as 8. Assessing classification payment Delivering reports 8. Preventing and 8. Reporting progress 9. Developing and specific services 9. Providing educational a validated youth Developing needed and managing Reporting and closing from JJIS and other managing escapees to courts classification system maintaining health available and vocational services implementation plans Conducting program compensation budget cycles information systems and runaways 9. Submitting 9. Making care policies and 10. Facilitating access to 10. Managing re-entry Developing timelines evaluations 9. Coordinating bargaining Conducting evaluation 9. Maintaining sanitation termination recommendations to faith services and/or transitions procedures Conducting regular and measures agreements services 10.Meeting PREA documents 10.Managing contracts 1.Ensuring a system 11.Closing cases the Administrative 9. Conducting target internal audits to reduce 10.Recognizing standards for 10. Terminating cases Review Board for medical services for grievances and reviews and making agency risk performance monitoring, responding 11.Exiting youth and products, and with appeals adjustments as 11 Coordinating the offenders and following up on contracted primary 12. Managing youth employee exit process required sexual abuse and specialty health behavior 10. Maintaining allegations 13. Providing access to care providers emergency response courts and counsel plar Dr. Adams Phil. Karen and Jean Phil and Karer Karen Phil Ann Fariborz Fariborz Jean Jean Jear Jean OUTCOME lities s MEASURES



# Major Budget Issues

Additional emergency beds without additional staff

**Facility** maintenance

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

**Outdated Post Relief Factor** 



#### **External Audits**

#### **Secretary of State Audit**

| Title & Date<br>of Report  | Purpose   | Recommendation   | Status   |
|--|---|--|--|
| <i>Managing</i><br><i>Security</i><br><i>Personnel</i><br><i>Costs</i><br>7/2012 | Determine if the<br>department<br>could reduce<br>personnel costs | <ul> <li>Ensure that the calculation and management of the post factor employ sound practices</li> <li>Revise current data collection methods</li> </ul> | Changing operational<br>policies and practices<br>with institution staff<br>deployment offices to<br>incorporate most<br>recommendations |



#### Overtime



**Years Prior to Retirement** 

# Major Changes - Budget

Budget Adjustments 2011-13

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

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**Agency Summary** 

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



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#### General Fund Budget (in millions)





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#### Governor's Balanced Budget

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



# **Health Services**

Community standard of care: Generally interpreted as what a group of physicians recognizes as the accepted treatment for a patient with similar medical problems with full ability to pay.

--Source: Oregon Department of Justice



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# **Health Services**

DOC / OPDP Comparative Analysis of GPOs Next Steps from 2012 Report:

> Review pharmaceuticals not on OPDP/Premier's contract list

> > **Explore 340B Pricing**

**Complete a review of availability and pricing of non-pharmaceuticals from OPDP/Premier** 



# **Health Services**

#### **Medical Release**

M11 inmates are restricted (ORS 137.700)

Inmates who committed crimes after June 12, 1997, are restricted if the sentencing order states the inmate is not entitled to any form of early release.

In 2011 and 2012, 33 inmates were referred for consideration. Of those:

- 19 had a sentencing restriction
- 4 did not meet the medical criteria
- 6 died before medical release was initiated
- 1 was granted medical release
- 3 reached the end of their sentence





# Inmate Transport

Provides a statewide network for all inmate transportation

**Participates in the North West Shuttle** 

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

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

**Collaborates with the Office of Population Management to coordinate transfers and increase efficiency** 



# Inmate Transport

| DOC Transport Mileage & Costs |         |           |         |           |         |           |                |           |
|-------------------------------|---------|-----------|---------|-----------|---------|-----------|----------------|-----------|
|                               | 2010    |           | 2011    |           | 2012    |           | Total: 2010-12 |           |
|                               | Miles   | Cost      | Miles   | Cost      | Miles   | Cost      | Miles          | Cost      |
| Transfers                     | 296,413 | \$130,591 | 339,560 | \$153,315 | 316,577 | \$98,139  | 952,550        | \$382,045 |
| Medical                       | 232,132 | \$102,270 | 235,079 | \$106,141 | 244,272 | \$75,724  | 711,483        | \$284,135 |
| Court<br>Trips                | 2,159   | \$951     | 4,542   | \$2,051   | 2,351   | \$729     | 9,052          | \$3,731   |
| Extraditions                  | 4,048   | \$1,783   | 2,508   | \$1,132   | 3,312   | \$1,027   | 9,868          | \$3,942   |
| Interstate<br>Compact         | 1,590   | \$701     | 1,693   | \$764     | 1,986   | \$616     | 5,269          | \$2,081   |
| Other                         | 21,210  | \$9,344   | 20,660  | \$9,328   | 17,571  | \$5,447   | 59,441         | \$24,119  |
| Total                         | 557,552 | \$245,641 | 604,042 | \$272,731 | 586,069 | \$181,681 | 1,747,663      | \$700,053 |

\*Costs include fuel and DAS vehicle lease rates.



Programming

Education

Target Group: Inmates without a high school diploma or GED

| A&D<br>Treatment<br>and Cognitive<br>AIP | Target Group: Inmates with a high risk to<br>reoffend coupled with a moderate<br>substance abuse problem or dependence |
|--|--|
| Cognitive<br>Programming                 | Target Group: Inmates with a high risk to<br>reoffend and assessed as having a<br>cognitive need                       |



# Youthful Offenders





2013-15 Community Corrections Portion of the GBB (\$255.1)





# **Major Budget Drivers**

Capitated Rate: Average cost per day of managing the community corrections population Uses 2 Components

- Population divided into risk categories
- Risk category daily rates

Capitated Rate x Forecasted Population = Community Corrections Funding



# **Current Capitated Rate**

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| DOC Populations by Scored Classification<br>Averages of Snapshots 10-11, 11-11, 12-11 |                    |                         |            |              |  |  |  |
|---|--------------------|-------------------------|------------|--------------|--|--|--|
| Category  | % of<br>Population | Avg. Number<br>of Cases | Daily Rate | Cost per Day |  |  |  |
| New   | 4.5%               | 1,437                   | \$12.66    | \$18,191     |  |  |  |
| High  | 13.3%              | 4,217                   | \$21.40    | \$90,265     |  |  |  |
| Medium  | 23%                | 7,278                   | \$15.58    | \$113,359    |  |  |  |
| Low   | 34.3%              | 10,854                  | \$1.39     | \$15,084     |  |  |  |
| Limited   | 22.9%              | 7,254                   | \$1.39     | \$10,079     |  |  |  |
| LC  | 2.0%               | 641                     | \$88.64    | \$56,818     |  |  |  |
| Total   | 100%               | 31,680                  |            |              |  |  |  |
|   |                    |                         |            |              |  |  |  |
| Capitated Rate  | \$9.59             |                         |            |              |  |  |  |
| Capitated Rate I  | \$9.82             |                         |            |              |  |  |  |

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# **Correctional Program Checklist**

SB 267 Evidence-Based Programs Review







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