Agency mission, goals, and historical perspective; how the requested budget will achieve desired program results;

Mission Statement & Statutory Authority

The Oregon Department of Corrections (ODOC) 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 ODOC 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.

ODOC'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, ODOC developed Destination 2026. Destination 2026 is the agency's 10-year strategic plan with the goal for ODOC 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 ODOC'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;
- Adults in custody (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. ODOC'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 4-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.

In addition to Destination 2026, ODOC has developed The Oregon Way. The Oregon Way is a philosophical approach to corrections based on security best practices and the belief that normalizing and humanizing the prison environment is beneficial for employees and incarcerated individuals. This innovative approach to incarceration stems from an exploration of and immersion in the Norwegian correctional system. The objectives and outcomes of this program support ODOC's focus on segregation reduction and reform, and the primary goal of keeping both staff and AICs safe.

The work of The Oregon Way was accelerated by the agency's participation in an immersion program with Norwegian Correctional Services starting in 2017. This program, funded by Amend of the University of California San Francisco, and all our valued community partnerships affirm the inextricable relationship staff wellness has with correctional culture change. It is an effort that acknowledges the complex connection between our employees' health and the corrections environment. For us, this culture change endeavor is an amalgamation of our history as a leader in corrections, current best practices from across the nation and globe, and our persistence to reimagine incarceration for the better.

The Oregon Way creates innovative ways to reduce the number of AICs assigned to special housing units and the length of time they spend in these units. Additionally, the program intends to reduce the sense of isolation and idleness while housed in such units by addressing behavior using progressive methods.

Normalizing an individual's environment and experience while incarcerated is believed to help in successful re-entry and ultimately reduce recidivism. Shifting the focus from punitive to a rehabilitative mindset is the foundation of normalization. Creating humane conditions and transition opportunities prepare AICs for a successful incarceration and re-entering society.

BUDGET NARRATIVE

10-Year Strategic Plan

In early 2016, ODOC unveiled its 10-year strategic plan, called Destination 2026, which is a roadmap for ODOC's future that will provide a filter for decision-making and establishing priorities, aligns the ODOC 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 ODOC 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. To achieve the agencies goals and meet their objectives for success, the agency has embarked on several initiatives with short-term, or 4-year milestones to measure success. Those goals and objectives are listed below:

Agency Two-Year Plan

- 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

BUDGET NARRATIVE

- 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

Overview of agency performance and outcome measures, how measures are used by the agency, and progress toward achieving performance goals;

Corrections, Department of

Annual Performance Progress Report

Reporting Year 2020

Published: 9/30/2020 12:30:26 PM

KPM #	Approved Key Performance Measures (KPMs)
1	Measure 17 compliance - Percentage of Adults in Custody (AIC) in compliance with 40-hour work/education requirements of the constitution (M17)
2	Successful Completion of Treatment, Education, and/or Cognitive Programming - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
3	Recidivism - Percent of offenders: 1. Arrested for a new crime within 3 years of release from a facility to parole/post-prison supervision; 2. Convicted of a new misdemeanor or felony within 3 years of release from a facility to parole/post-prison supervision; AND 3. Incarcerated for a new felony within 3 years of release from a facility to parole/post-prison supervision
4	Staff Assaults - The number of Class 1 assaults on individual staff per year.
5	Walk-a-Ways - The number of Adult in Custody (AIC) walk-a-ways from outside work crews per year.
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	Adult in Custody (AIC) Misconducts - The number of Adults in Custody (AIC) sanctioned for level 1 misconducts, including Violations Not Responsible (VNR)
8	Secure Custody Escapes - The number of escapes per year from secure-custody facilities (armed perimeter).
9	Unarmed Perimeter Escapes - The number of escapes from DOC unarmed perimeter facilities.
10	Leave Programs - The percentage of Adults in Custody (AIC) who complete transitional leave and non-prison leave (AIP)
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	Offsite Medical Healthcare - Percent of total Adult in Custody (AIC) healthcare encounters that occur offsite.
13	OSHA Recordable Rate - Average number of OSHA recordable injuries per 100 employees who work a whole year.

| red |
| green |
| yellow |
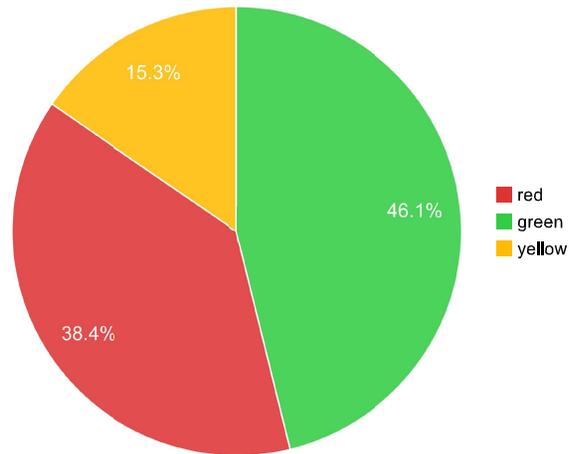
Performance Summary		Green	Yellow	Red
		= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:		46.15%	15.38%	38.46%

KPM #1	Measure 17 compliance - Percentage of Adults in Custody (AIC) in compliance with 40-hour work/education requirements of the constitution (M17)
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
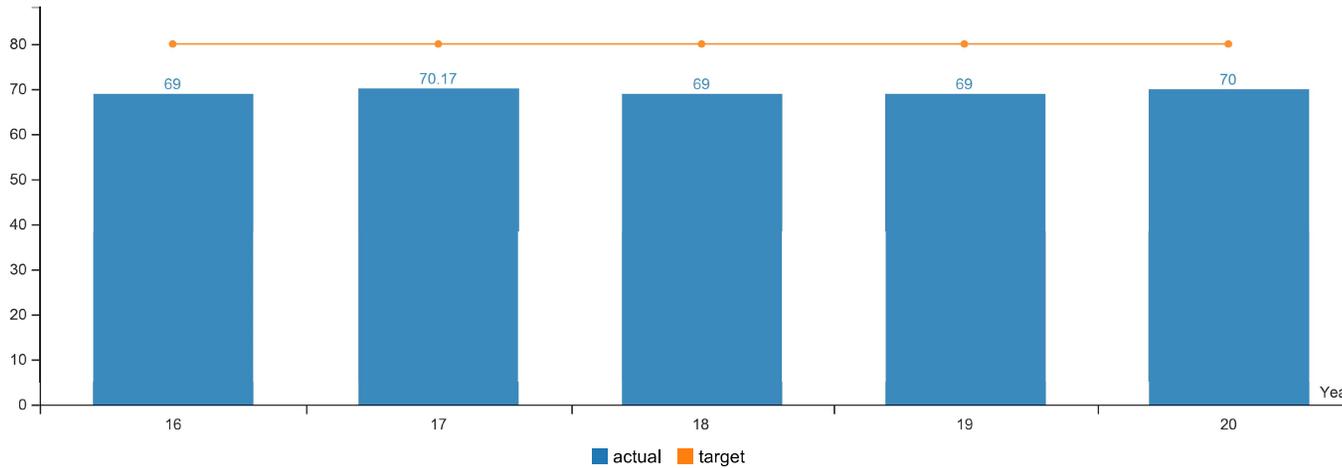
Report Year	2016	2017	2018	2019	2020
Compliance with M17					
Actual	69%	70.17%	69%	69%	70%
Target	80%	80%	80%	80%	80%

How Are We Doing

The Department did not meet target for this reporting period. The percentage of Ballot Measure 17 compliant adults in custody (AICs) increased slightly to 70% in 2019-2020. Although not meeting the full 40-hour requirement for compliance, a majority of AICs have engaged in some type of work/education activity. It remains difficult to reach the target for a variety of reasons. To work on an outside work crew, AICs must be classified as 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 AIC'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, laundry and call centers are examples of work counting toward the 40 hour requirement. Qualified programs like education and treatment for alcohol and drug addictions take priority over work program assignments and create conflicts with scheduling. The average AIC population decreased through the year, while the number of compliant AICs remained steady until the end of the year. Impacts from COVID related quarantines and work program suspensions through OCE will impact these numbers. However, the number of AIC jobs needed to support institution operations remained relatively unchanged. Limited funding for programs and staff support will not allow us to reach all those in need. Outside work crews are limited by the amount of funding public entities have available to finance those activities, coupled with the continued restrictions barring sex offenders from outside work crews reduces the number of inmates available for these crews. OCE continues to work on expansion of work opportunities offered, yet continues to struggle to fund overtime salaries for correctional officer staffing to support expansion efforts. Despite the difficulties, OCE averaged just over 1,400 inmates participating in its programs, a number similar to the previous reporting period. While the Department and OCE add positions every year, fluctuation in the inmate population inhibits the Department's ability to increase the percentage assigned to qualifying assignments.

The Department will continue to evaluate future job market trends and offer work and programming opportunities to provide the skills necessary for AICs to obtain employment in industries where there is projected growth for job openings. Staff will continue to develop community relationships and innovative ways of supplying work crews for the needs of local communities (e.g., host agency crews, etc.) in support of Ballot Measure 17. The Department has initiated teams to evaluate and identify the root causes of compliance issues at local institutions and will use its findings to identify additional opportunities for improvement within current programs. Oregon Corrections Enterprises continues to expand its Business Strategy Team through its Advisory Council to work with business and community leaders. Their goal is to establish new work opportunities as well as grow Ballot Measure 17 compliant work programs across the state.

KPM #2	Successful Completion of Treatment, Education, and/or Cognitive Programming - Percentage of moderate/high-risk released Adults in Custody (AIC) with an identified education, cognitive, or treatment need who successfully completed at least one of the identified need programs before release.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result
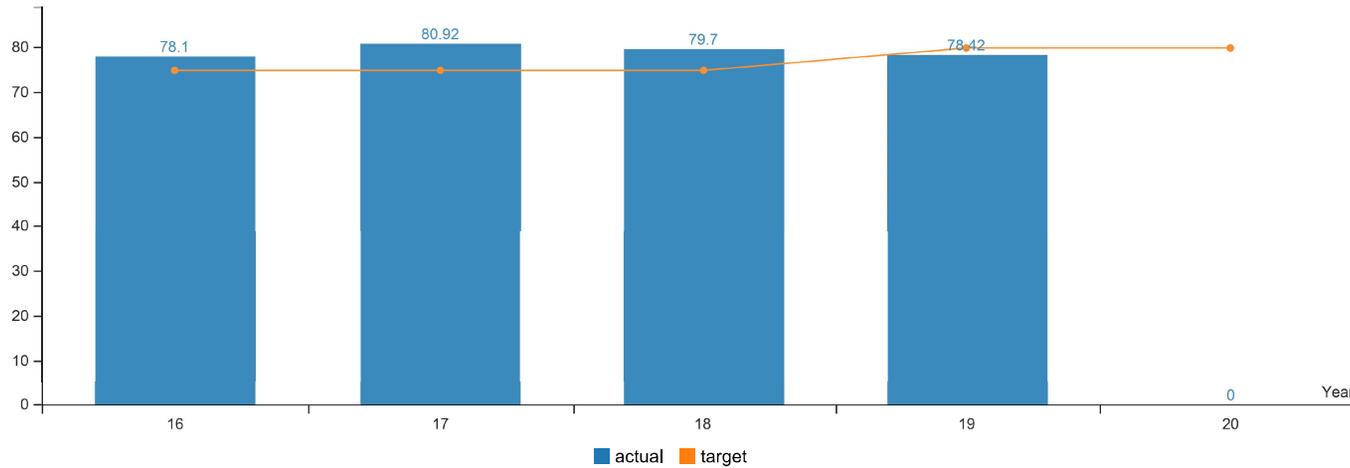
actual ■ target

| Report Year	2016	2017	2018	2019	2020
High & Medium Risk Inmates That Receive Prioritized Corrections Plan Program					
Actual	78.10%	80.92%	79.70%	78.42%	No Data
Target	75%	75%	75%	80%	80%

How Are We Doing

Since our last report (2016), a number of changes have been made that impact this measure. We have added new "education need" codes that identify AICs assessed as needing education but already have a high school diploma or GED and, thus, are not prioritized for education programming. The codes enable us to exclude AICs that already have an education credential from the "education need" pool for reporting purposes. In addition, the DOC implemented a gender-responsive needs assessment tool (Women's Risk Need Assessment [WRNA]) to better evaluate the areas of greatest risk of recidivism for our female population. Because this will impact needs assessment results and identification of programming needs for case planning, we have reevaluated how KPM #2 is capturing and reporting the programming needs of our residents. As a result, we are proposing revisions to KPM #2 to more clearly identify what is being measured and reported.

This work as not been completed yet and will update the report for this KPM soon.

Factors Affecting Results

KPM #3	Recidivism - Percent of offenders: 1. Arrested for a new crime within 3 years of release from a facility to parole/post-prison supervision; 2. Convicted of a new misdemeanor or felony within 3 years of release from a facility to parole/post-prison supervision; AND 3. Incarcerated for a new felony within 3 years of release from a facility to parole/post-prison supervision
	Data Collection Period: Jan 01 - Dec 31
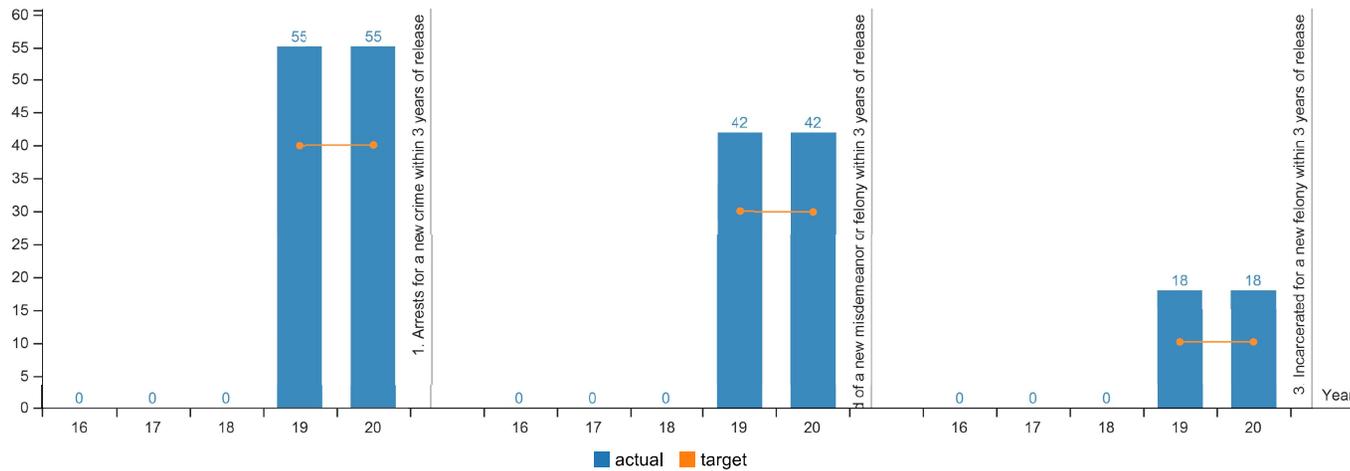
Report Year	2016	2017	2018	2019	2020
1. Arrests for a new crime within 3 years of release					
Actual	No Data	No Data	No Data	55%	55%
Target	TBD	TBD	TBD	40%	40%
2. Convicted of a new misdemeanor or felony within 3 years of release					
Actual	No Data	No Data	No Data	42%	42%
Target	TBD	TBD	TBD	30%	30%
3. Incarcerated for a new felony within 3 years of release					
Actual	No Data	No Data	No Data	18%	18%
Target	TBD	TBD	TBD	10%	10%

How Are We Doing

Since the passage of HB 3194 (2013), which significantly expanded Oregon's recidivism definition, the rate of those arrested for a new crime within 3 years of release and those convicted of a new crime have remained consistent and those incarcerated for a new felony have increased slightly. These exceed the target rates for each measure.

Factors Affecting Results

The Department and county community corrections agencies 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 (LS/CMI), a measure of risk and need factors, as well as a fully functional case management tool. In addition, in recent years the department and counties have begun using the Women's Risk Need Assessment (WRNA) 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 adult in custody's positive re-entry into society.

The Department continues to target interventions and resources on those at highest risk to commit new crimes as well as focus on the preparation and transition of adults in custody back into the community with the ultimate goal of reducing future criminal behavior; however, we also recognize that in addition to our efforts there are many factors that impact recidivism to include individual local county practices.

KPM #4	Staff Assaults - The number of Class 1 assaults on individual staff per year.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
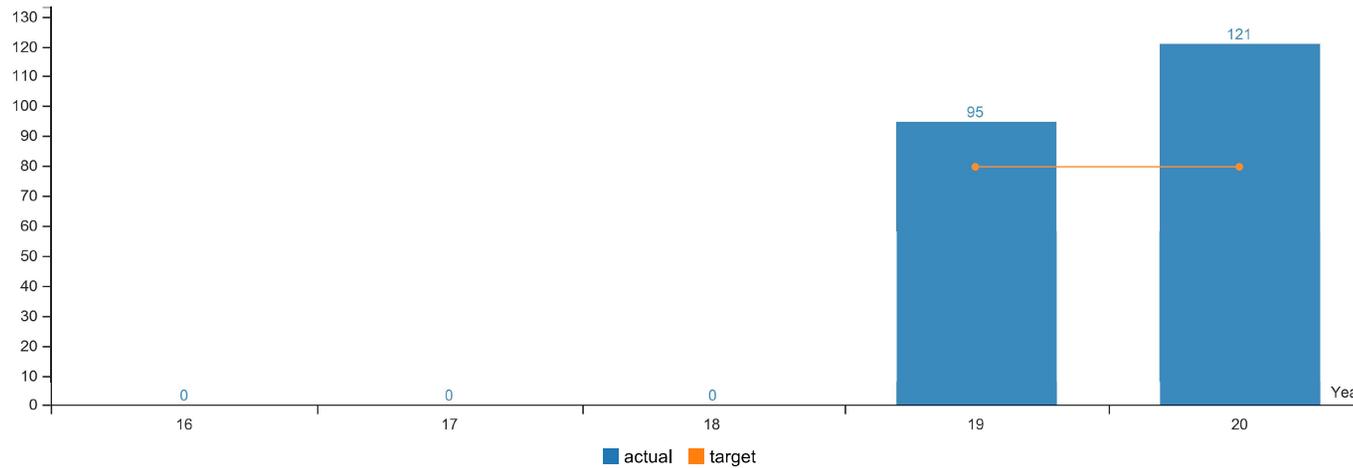
Report Year	2016	2017	2018	2019	2020
Staff Assaults					
Actual	No Data	No Data	No Data	95	121
Target	TBD	TBD	TBD	80	80

How Are We Doing

ODOC did not meet the KPM target for the 2020 reporting period. In 2019 there were 95 staff assaulted. This number increased to 121 staff assaulted in 2020.

Factors Affecting Results

This number unfortunately has increased from the previous year. There were 88 incidences in which staff were assaulted. While the majority of these assaults involved a single staff member, there were 19 cases that involved two or more staff with 7 of these incidences resulting in 28 staff being assaulted. 38% of the staff assaults happened on a mental health unit.

The department will continue to implement the Oregon Accountability Model (OAM). This model, in part, requires staff to hold adults in custody accountable by providing both positive and negative consequences to inmate behavior and guiding offenders towards pro-social behavior. Another component of 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 employees in a multi-disciplinary case management approach. In addition, the department continues to engage in the "Oregon Way" which is utilizing the principles of humanizing and normalizing. Normalizing an individual's environment and creating humane conditions and interactions while incarcerated is believed to create safer prisons and communities through successful re-entry and lower recidivism.

KPM #5	Walk-a-Ways - The number of Adult in Custody (AIC) walk-a-ways from outside work crews per year.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
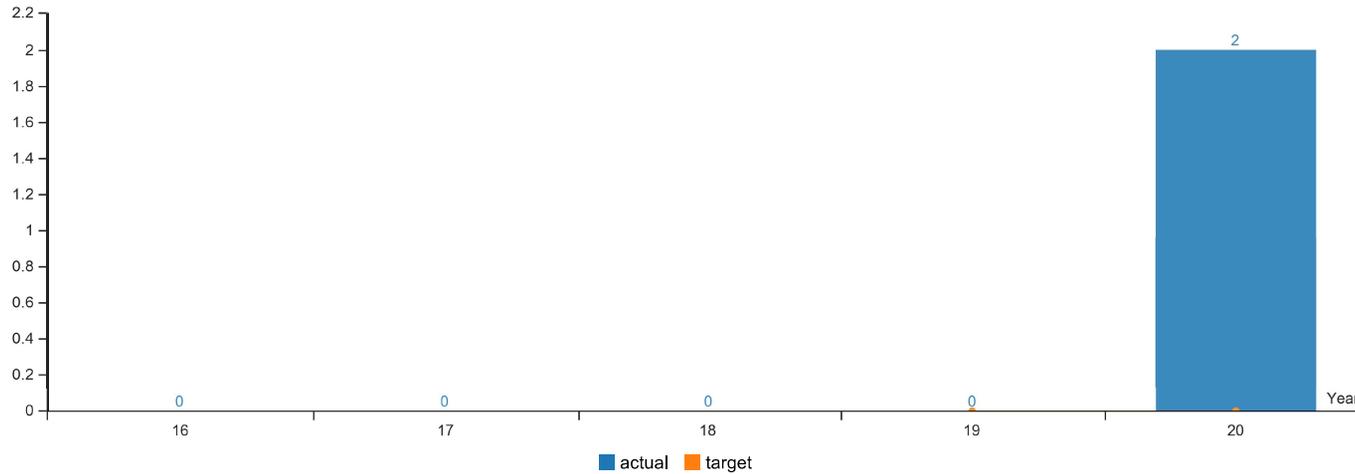
Report Year	2016	2017	2018	2019	2020
Walk-a-Ways					
Actual	No Data	No Data	No Data	0	2
Target	TBD	TBD	TBD	0	0

How Are We Doing

ODOC realizes the importance of this measure in terms of public safety and customer service to the citizens of Oregon. This measure gives an indication of how well the institutions are functioning with respect to management of the minimum custody inmate work crews. The Department utilizes an automated system to assist in the identification of adults in custody who are appropriate for outside work crew assignments.

Factors Affecting Results

Screening and classification reviews continue to be done to ensure that only appropriate adults in custody are housed at minimum custody facilities and assigned to outside work crews. Specific annual training is also provided for work crew supervisors.

ODOC had 2 AICs walk away from a work crew during our reporting period. ODOC reviews each case to determine causal factors and applies corrective measures to assist in preventing future walk aways. The department continues to refine our classification tool to ensure adults in custody are correctly classified and are appropriate for minimum custody institutions.

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
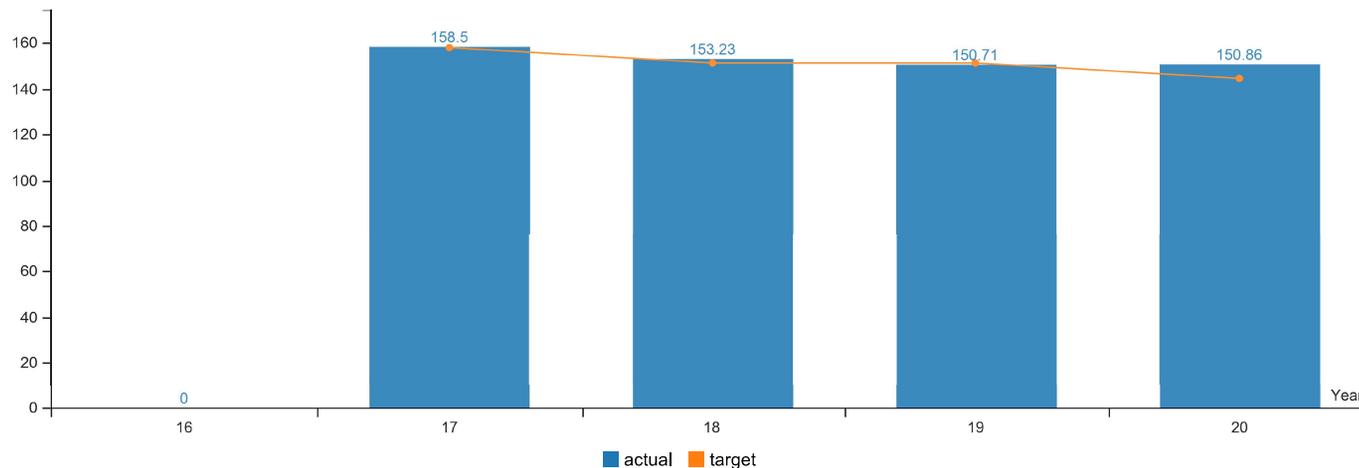
Report Year	2016	2017	2018	2019	2020
Reduce all Energy Usage					
Actual	No Data	158.50	153.23	150.71	150.86
Target	TBD	158.22	151.49	151.49	144.76

How Are We Doing

ODOC is at 8.9% energy reduction towards the 20% goal (compared to 2013 baseline year).

Factors Affecting Results

There are three sites meeting current target goals since baseline year. Climate changes in weather (compared to 30-year average weather conditions) is increasing usage. Due to older infrastructure, equipment failures and emergencies/pandemic have changed normal operations at various sites which has attributed to significant energy increases. Also, OCE operations (longer hours) impacts usage at several sites.

Our agency continues to work on improving education and awareness for employee and adults in custody engagement around behavior practices that effect energy usage. ODOC is in the sixth year of energy challenges between the facilities and empowering green teams. Focus on procuring energy efficient equipment, adopting plug-load strategies and encouraging behavior changes will continue to help ODOC gain more traction to overall goals. ODOC had seven sites achieve 50001 Ready recognition through US DOE. These certifications are the first for prisons (and for non-industrial businesses) word wide.

KPM #7	Adult in Custody (AIC) Misconducts - The number of Adults in Custody (AIC) sanctioned for level 1 misconducts, including Violations Not Responsible (VNR)
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
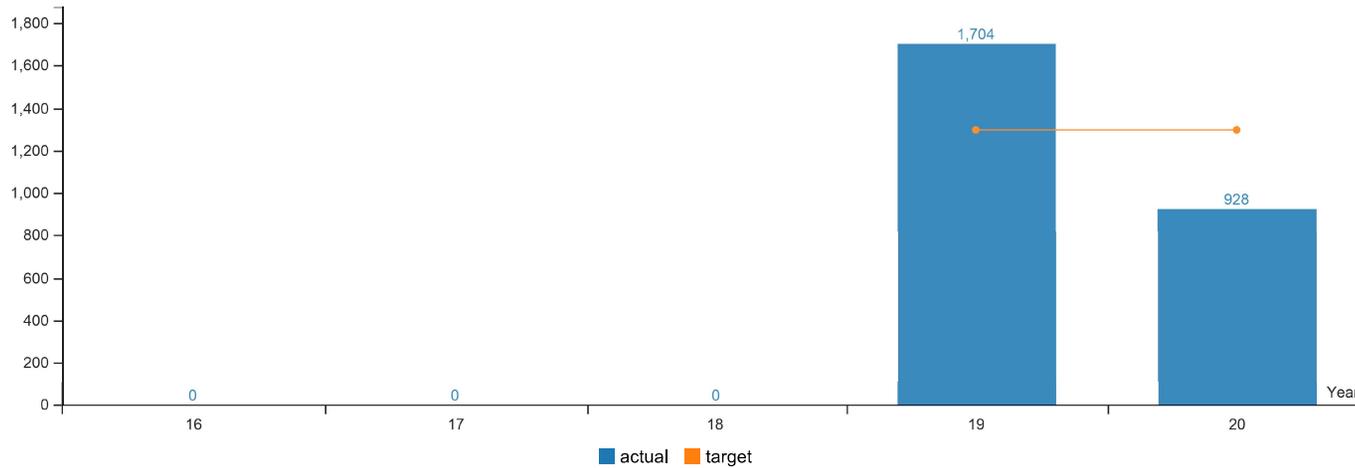
actual   target

Report Year	2016	2017	2018	2019	2020
Adult in Custody (AIC) Misconducts					
Actual	No Data	No Data	No Data	1,704	928
Target	TBD	TBD	TBD	1,300	1,300

How Are We Doing

ODOC realized a significant decrease in AIC misconducts for the 2020 reporting period. There were 776 fewer misconducts issued during the reporting period compared to the previous year.

Factors Affecting Results

The department continues to work on several areas to review adult in custody incentives and adult in custody sanctions and their relationship to Level 1 Misconducts. In response to the COVID -19 threat, ODOC suspended visiting in March, 2020. While visiting is integral to successful reentry and reducing recidivism it is also traditionally an opportunity to introduce drugs and other contraband into a facility. Additionally, ODOC temporarily suspended outside work crews in the community. This is another opportunity for the introduction of drugs and other contraband into a facility.

The number of adults in custody sanctioned for Level 1 misconducts is affected by many complicated factors including the makeup and characteristics of the inmate population and living conditions. ODOC continues to respond to changing needs to maintain the safety of all. Reviewing the data from 2020, AIC Assault I comprise the vast majority of total misconducts issues at 485. Drug possession and drug distribution totaled 46 and 66 respectively, however only 19 of these misconducts were issued between March and June of 2020. In March ODOC suspended visiting and temporarily suspended outside work crews. ODOC is continuing its work on a Comprehensive Drug Policy to improve staff safety, provide better security, and reduce the number of drugs and other contraband coming into institutions. There were 80 misconducts issued for Unauthorized organization during the reporting year. Of the 80 misconducts issued, 26 were issued between March and June of 2020.

KPM #8	Secure Custody Escapes - The number of escapes per year from secure-custody facilities (armed perimeter).
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
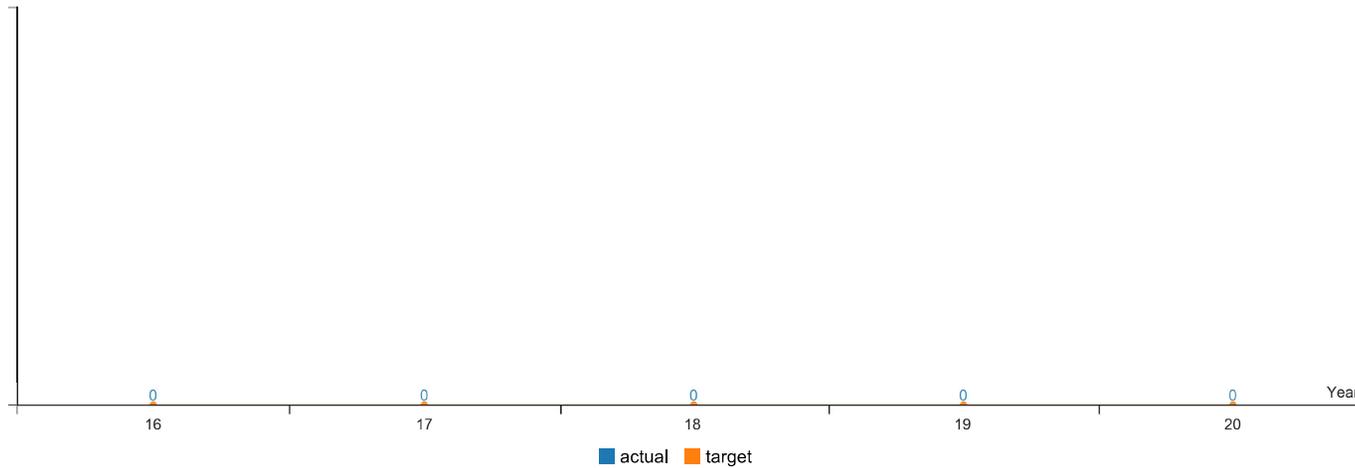
Report Year	2016	2017	2018	2019	2020
Annual escapes from secure-custody facilities					
Actual	0	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

ODOC realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. This performance measure gives an indication of how well the institutions are functioning. It also, is an indicator of the effectiveness of the Oregon Accountability Model (OAM). This model, in part, requires staff to hold adults in custody accountable by providing both positive and negative consequences to inmate behavior and guiding offenders towards pro-social behavior. Another component of 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 employees in a multi-disciplinary case management approach.

Factors Affecting Results

Each escape is reviewed to identify the causal factors and determine if architectural design, equipment, or staff training needs to be addressed. Protective measures are initiated as identified and needed by these reviews. 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 department's Special Investigations Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

When an escape does occur from an armed facility, the incident is reviewed to identify causal factors, deficiencies, and determine a course of action. ODOC will continue to hold staff to this high standard.

KPM #9	Unarmed Perimeter Escapes - The number of escapes from DOC unarmed perimeter facilities.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
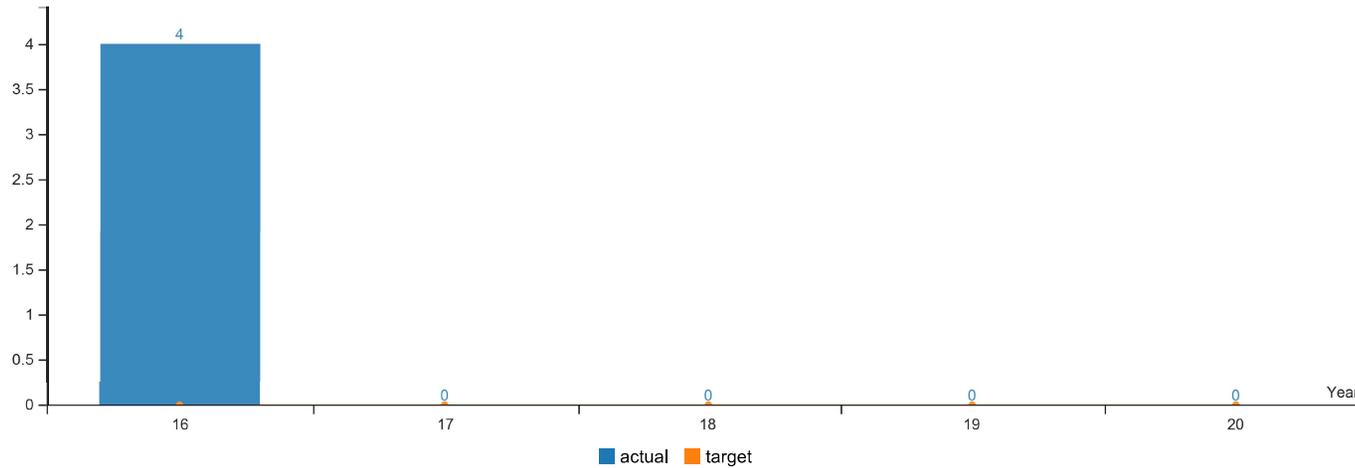
Report Year	2016	2017	2018	2019	2020
The number of escapes from DOC unarmed perimeter facilities					
Actual	4	0	0	0	0
Target	0	0	0	0	0

How Are We Doing

ODOC realizes the criticality of this measure in terms of public safety and customer service to the citizens of Oregon. 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 2,991 minimum-custody beds. The department continues to refine our classification tools to ensure adults in custody are correctly classified and are appropriate for minimum custody housing.

Factors Affecting Results

Each escape is reviewed to identify the causal factors and determine if architectural design, equipment, or staff training needs to be addressed. Protective measures are initiated as identified and needed by these reviews. 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 department's Special Investigations Unit work together to quickly apprehend escapees. Annual Security Audits are conducted to test and review security practices to guard against breaches in security.

When an escape does occur from an unarmed facility, the incident is reviewed to identify causal factors, deficiencies, and determine a course of action. ODOC will continue to hold staff to this high standard. The department continues to refine our classification tool to ensure adults in custody are correctly classified as minimum custody and are appropriate for minimum custody institutions.

KPM #10	Leave Programs - The percentage of Adults in Custody (AIC) who complete transitional leave and non-prison leave (AIP)
	Data Collection Period: Jan 01 - Dec 31

Upward Trend = positive result
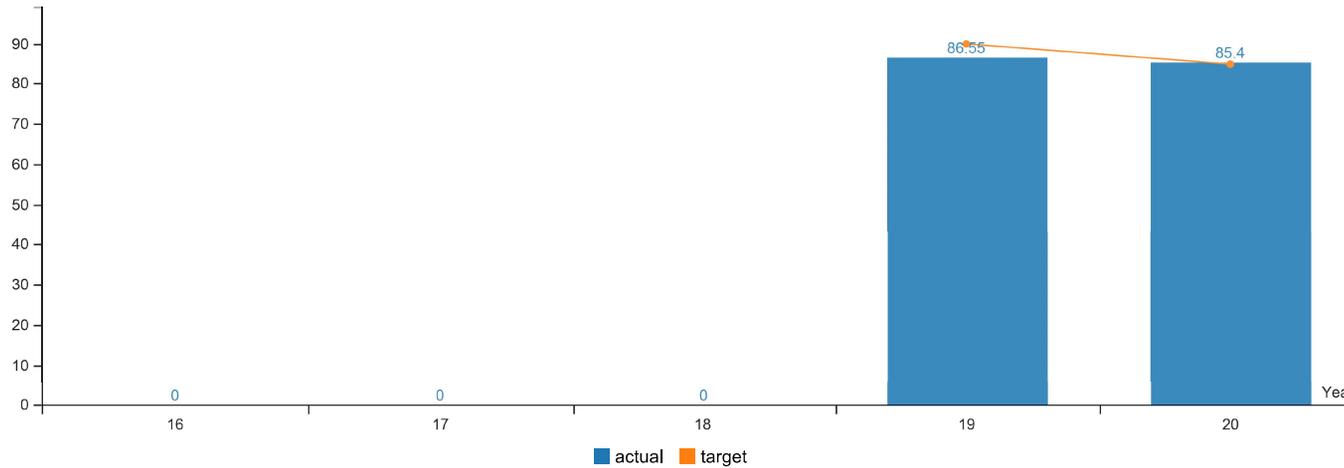
Report Year	2016	2017	2018	2019	2020
Leave Programs					
Actual	No Data	No Data	No Data	86.55%	85.40%
Target	TBD	TBD	TBD	90%	85%

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 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. Adults in Custody (AIC) who are eligible to participate in AIP are screened through the multidisciplinary Treatment Assignment Screening Committee to determine the most appropriate program to meet the AICs' needs.

The Department also offers STTL of up to 120 days to inmates who are *not* enrolled in an Alternative Incarceration Program. As with AIP/Non-Prison Leave, AICs 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.

For the 2019-20 reporting period, the transitional leave completion rate for STTL declined (83.53%) when compared with the 2018-19 reporting period, while the completion rate for AIP Non-Prison Leave increased (90.92%) when compared with the 2018-19 reporting period.

Short Term Transitional Leave participation rates for this reporting period increased from an average rate of 126 per month in 2018-2019 to an average 127 per month, representing approximately one quarter of the monthly releasing population. A key barrier to increasing the participation rate for all transitional leave programs going forward is inadequate housing in the community. An additional barrier to increasing AIP transitional leave participation is limited treatment program bed space, which must be used for both AIP and non-AIP participants.

DOC continues to review, refine and streamline its internal processes to ensure it is targeting those most appropriate for STTL. 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 was completed in 2017 and Phase II, which was designed to greatly enhance efficiency and the ability for all stakeholders to track individual offender history and current STTL status, rolled out September 2019. Work on Phase III, aimed at greatly improving data collection efficiency as well as quality and quantity of program data, is set to begin in the near future. In addition to automation efforts, DOC continues its focus on developing solid transition plans that will increase the successful reintegration of all AICs, into the community.

Factors Affecting Results
STTL figures remain down from the 2016-17 reporting period during which DOC further tightened standards for successful completion of STTL in order to maintain program integrity and public safety. Additionally, as anticipated, the rate of STTL failure has increased due to the expansion of STTL from 90 to 120 days, which increased the amount of time that AICs are out on STTL in the community.

High standards remain in place for those AICs granted Non-Prison or Short Term Transitional Leave. Statutorily eligible AICs who have not met Department policy requirements are not granted leave, which is one of the primary reasons success rates of offenders on leave continues to be high. Approved transitional housing continues to be a problem for some AICs who are completing the in-prison portion of AIP or releasing onto STTL from a substance use disorder (SUD) program. When AICs complete the in-prison portion of the programs and do not have approved housing in their community they are returned to general population until their release date. The SUD programs try to keep them engaged in some level of day-treatment until they release, but that is not always possible.

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
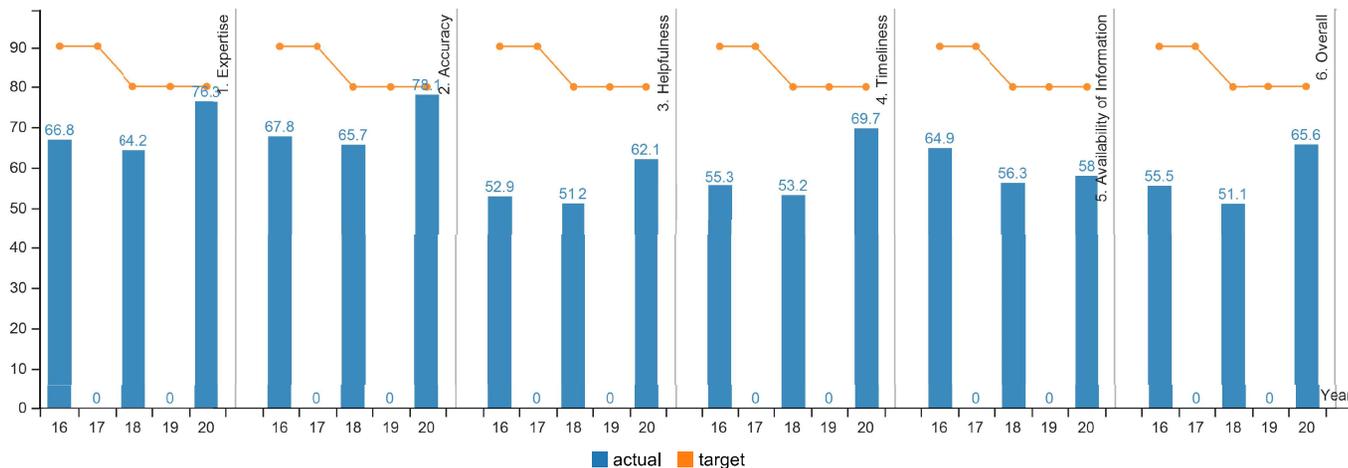
Report Year	2016	2017	2018	2019	2020
1. Expertise					
Actual	66.80%	No Data	64.20%	No Data	76.30%
Target	90%	90%	80%	80%	80%
2. Accuracy					
Actual	67.80%	No Data	65.70%	No Data	78.10%
Target	90%	90%	80%	80%	80%
3. Helpfulness					
Actual	52.90%	No Data	51.20%	No Data	62.10%
Target	90%	90%	80%	80%	80%
4. Timeliness					
Actual	55.30%	No Data	53.20%	No Data	69.70%
Target	90%	90%	80%	80%	80%
5. Availability of Information					
Actual	64.90%	No Data	56.30%	No Data	58%
Target	90%	90%	80%	80%	80%
6. Overall					
Actual	55.50%	No Data	51.10%	No Data	65.60%
Target	90%	90%	80%	80%	80%

How Are We Doing

In previous reporting periods, we were only able to obtain 317 (2018) and 316 (2016) responses. This year we were able to add email to our outreach efforts and in a one-month period received 850 responses. The visitors that responded to our survey rated the agency as "good" or "excellent" in the following visiting customer-service categories.

	2020	2018	Improvement
Timeliness	69.7%	53.2%	16.50%
Accuracy	78.1%	65.7%	12.40%
Helpfulness	62.1%	51.2%	10.90%
Expertise	76.3%	64.2%	12.10%
Availability of Information	58.0%	56.3%	1.70%
Overall Service	65.6%	51.1%	14.50%

We have improved in every area of measurement.

Factors Affecting Results

In the past, this biennial measure was advertised through visiting rooms, social media, and the Agency website. Participants used personal devices to complete the online survey over a three-month period. The survey collects limited personal information to encourage the participant to be candid when responding. For these reasons, we have no way of knowing if the same people are completing the survey every two years nor do we have ways to confirm their visiting location, frequency, or status.

We delayed the start of the 2020survey hoping that in-person visiting could be resumed before it was conducted. However, at the time of this report visiting is still paused due to the COVID-19 pandemic. Because of our delay in starting the survey, we only had one month, instead of three months, in which to conduct the survey. As a result of work with our IT to modify our data system and through the work of Visiting and Communications staff, we were able to add email to our survey advertisement. Because in-person visiting had been prohibited for five months during the survey period, we anticipated this COVID restriction would have an overall negative impact on our visitors' responses.

Visitation in a prison can be inherently stressful and emotional and it is assumed that those visiting generally dislike the visiting process. Security staff in visiting posts rotate every six months, making it more challenging to adjust and sustain customer service norms. Nevertheless, the Agency chose this customer service measure, anticipating the target of 80% would be difficult to achieve, because this stakeholder group is very important to us.

Research shows maintaining positive family and friend connections through visiting reduces recidivism. To overcome some of the inherent negativity associated with prison visitation, DOC used the data from the 2016 and 2018 surveys to implement process improvements, revise OAR 291-127 to reduce barriers to visitation for guests, provide trauma-informed care/approach (TIC) training for some of its visiting staff, and obtained federal technical assistance grants and worked with community-based organizations to find ways to improve its visiting environments and experiences. Much work has gone into improving our performance in this area, and we think this is reflected in the survey results - despite the negative impact of the months-long halt to in-person visiting due to COVID.

Even with this progress, there is still much room for improvement.

- **TIC Training -** The prison visiting experience can be stressful, and especially traumatic for children. In 2019, through a federal grant, we began providing trauma-informed care/approach (TIC) training for two institutions' visiting staff to help them be more effective in their work with our visitors. In addition, we received a second federal technical assistance grant that provided train-the-trainer TIC training, which has equipped DOC with multiple certified trainers to provide in-depth TIC training to other key personnel. General TIC training is scheduled to be provided to all DOC staff as part of the 2021 annual service training curriculum.
- Despite a 12.10-percent improvement in **expertise**, 23.7 percent of respondents still rated DOC visiting staff expertise as fair or poor. We did improve by 14.50 percent in our **overall service**, but 32.0 percent of respondents still reported our overall service as fair or poor. We anticipate providing additional training to our administrative visiting staff and believe the TIC training provided to the institution (security) visiting staff will have a positive impact on this measure.
- We had a small improvement in **availability of information**, but it is still only at 58 percent positive. DOC was recently able to revise and upgrade its web page, and we anticipate additional website work to make visitors' and potential visitors' access to our information and resources easier to find, complete, and submit.

KPM #12	Offsite Medical Healthcare - Percent of total Adult in Custody (AIC) healthcare encounters that occur offsite.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result
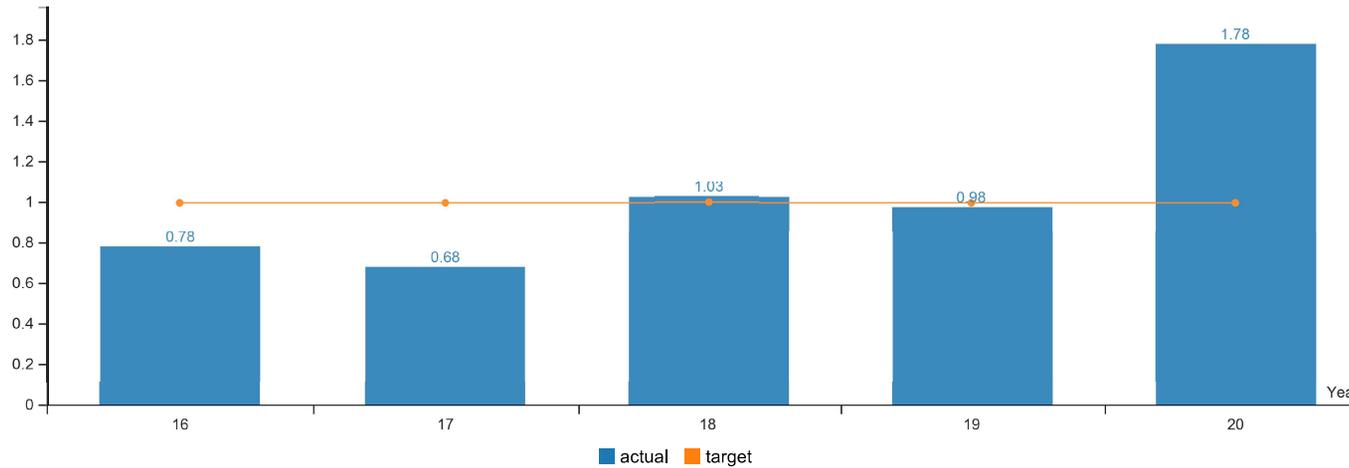
Report Year	2016	2017	2018	2019	2020
Percent of Total Inmate Offsite Encouters					
Actual	0.78%	0.68%	1.03%	0.98%	1.78%
Target	1%	1%	1%	1%	1%

How Are We Doing

HS is doing great. Our staff manages and treats our patients with great efficiency and care.

Factors Affecting Results

Although we saw a 5% increase in onsite patient care we also saw a 57% increase in offsite patient care during the same time period. This increase is due to several factors including our population is coming in sicker and requiring more specialty care offsite.

KPM #13	OSHA Recordable Rate - Average number of OSHA recordable injuries per 100 employees who work a whole year.
	Data Collection Period: Jan 01 - Dec 31

Upward Trend = negative result
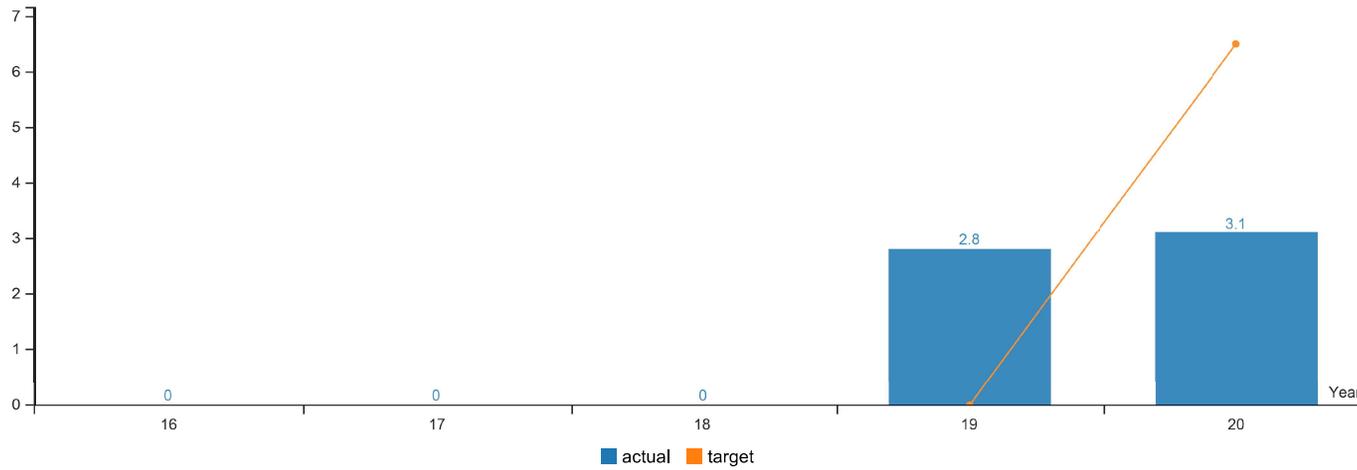
Report Year	2016	2017	2018	2019	2020
OSHA Recordable Rate					
Actual	No Data	No Data	No Data	2.80	3.10
Target	TBD	TBD	TBD	0	6.50

How Are We Doing

Doing well. the Based upon latest OSHA National Average Recordable rate of all Correctional facilities across the USA is 7.3

Factors Affecting Results

Effective Safety Committees, Statewide Workers Compensation management

Summary of programs, including who is served by programs and how many people are served;

Program Descriptions

The operating budget for the Oregon Department of Corrections (ODOC) 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) – Correctional Services. 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 ODOC Director. Although OCE's budget is separate from ODOC'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. Anyone who is sentenced as an adult and is under 18 years of age is housed in an Oregon Youth Authority (OYA) 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 four 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, and AIC work programs.

- Administration – includes policy oversight and implementation strategies for consistent prison operations.

General Fund appropriations are the primary funding source for the Operations Division, with some Other Funds support from sources such as the AIC Welfare Fund.

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$1,017,650,535		
Other Funds	$19,134,555		
Federal Funds	$0		
Total Funds	$1,036,785,090	3,504	3,490.35

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$879,874,590		
Other Funds	$18,417,753		
Federal Funds	$0		
Total Funds	$898,292,343	3,162	3,157.67

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.

BUDGET NARRATIVE

Central Administration provides overall leadership to the agency through the Oregon Department of Corrections Executive Team, which is composed of the Director, Deputy Director, Assistant Directors, the Chief Financial Officer, the Inspector General, the Communications Administrator, and the Oregon Corrections Enterprises 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 Oregon Accountability Model, Corrections Outcomes through Research and Engagement, The Oregon Way and the agency's 10-year strategic plan.

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$128,523,684		
Other Funds	$7,728,441		
Federal Funds	$0		
Total Funds	$136,252,125	188	186.72

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$98,398,217		
Other Funds	$7,412,446		
Federal Funds	$0		
Total Funds	$105,810,663	178	176.12

Administrative Services

The Administrative Services Division is the backbone of the Oregon Department of Corrections (ODOC), providing services that are fundamental to its day-to-day operations. Administrative Services includes the following services, which support the foundation upon which ODOC 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) like 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.

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$192,041,528		
Other Funds	$9,863,637		
Federal Funds	$0		
Total Funds	$201,905,165	323	322.16

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$88,075,218		
Other Funds	$9,56,394		
Federal Funds	$0		
Total Funds	$97,621,612	274	274.66

BUDGET NARRATIVE

Community Corrections

The Community Corrections Division provides funding for the management and supervision of approximately 30,000 felony and designated drug-related misdemeanor 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 Oregon 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 (except for any facilities that are operated by a sheriff).

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$314,023,342		
Other Funds	$6,441,863		
Federal Funds	$0		
Total Funds	$320,465,205	78	78.00

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$262,068,203		

Other Funds	$2,575,579		
Federal Funds	$0		
Total Funds	$264,643,782	76	76.00

Health Services

In the 2019-21 biennium, the Health Services function became its own division within Oregon Department of Corrections (ODOC). The Health Services division provides legally-mandated medical, dental, mental health, substance abuse treatment and pharmacy services to over 20,000 patients per year.

In Health Services, we see medical problems like any that exist in the outside community, ranging from major to minor problems and acute illnesses or injuries, to ongoing care for chronic diseases, preventative health care, and end-of-life care. In addition to these primary care services, we also provide some onsite specialty care through contractors. For example, we have two dialysis units, one at our Two Rivers Correctional Institution in Umatilla and another at the Coffee Creek Correctional Facility in Wilsonville. In 2019, we treated an average of 17 dialysis patients per month.

Besides dialysis treatment, we bring in contractors for other specialty care services to reduce offsite medical trips. These include general surgery, ultrasound, physical therapy, cardiology, mammography, orthopedics, and sleep studies. We continue to pursue contracting with more onsite medical specialties as an alternative to offsite transport of patients.

To accomplish work effectively and efficiently, the department uses a managed care model, which is similar in some ways to a coordinated care model. This managed model of care stresses:

- onsite primary care with early intervention and prevention,
- coordinated care and management of diseases,
- controlled access to specialists and specialist procedures,
- restricted pharmacy medication formulary,
- controlled utilization, and
- utilization review and claims review.

Oregon statute mandates that the ODOC shall: "Provide adequate food, clothing, health and medical care, sanitation and security for persons confined." (ORS 423.020 (24)). Medically necessary care is required, which must be provided at a community standard of quality. (Note: The community standard of health care is "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 Dept. of Justice).

BUDGET NARRATIVE

We're consistent with the intent of the community coordinated care model by the way we deliver care and how it's coordinated although ODOC uses paper charts compared to an electronic health record in the community.

ODOC maintains a team of clinical professionals that includes Medical Physicians, Psychiatrists, Nurse Practitioners, Psychiatric Nurse Practitioners, Registered Nurses, Dentists, Licensed & Certified Mental Health Specialists, Pharmacists, and other licensed professionals.

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$415,773,147		
Other Funds	$774,404		
Federal Funds	$4,734,976		
Total Funds	$421,282,527	739	712

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$356,331,270		
Other Funds	$743,657		
Federal Funds	$4,533,582		
Total Funds	$361,608,509	621	600.72

Correctional Services Division

The Correctional Services Division is responsible for carrying out the Oregon Department of Correction's (ODOC's) mission of reducing the risk of future criminal behavior. The division encompasses all the units that are involved starting from the day an individual enters ODOC 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.

Correctional Services includes the following units:
- Intake – processes all individuals sentenced to the custody of ODOC, conducts individualized assessments, and collaborates with other ODOC units to develop individualized incarceration case plans.
- Offender Information and Sentence Computation (OISC) – ensures accurate sentence computation, provides sentencing information to law enforcement agencies and the public, maintains all offender records in the state, and manages all public records and all requests for same.
- Office of Population Management (OPM) – ensures the efficient movement and housing of all adults in custody (AICs) in

Oregon, out-of-state, in other jurisdictions, and those with special needs.
- Correctional Case Management (CCM)—maintains high standards of evidence-based case management, placing institutional counselors at the center of collaborative and multi-disciplinary services, tailor-made for AICs based on individual risks, needs, and responsivity factors.
- Program and Business Services – administers the statewide volunteer program, victim services, and visiting services. Coordinates engagement of social support services including children of incarcerated parents. Provides division-wide administrative services such as contract administration, budget planning and oversight, grant monitoring and reporting, project management, and agency-wide mail room and legal library support.
- Education– provides a continuum of education services including Adult Basic Skills Development (Adult Basic Education (ABE), General Educational Development (GED), and English as a Second Language (ESL)), work-based education programs, and apprenticeship training opportunities to AICs living in ODOC facilities.
- Religious Services – provides a wide continuum of faith-based services including worship services, religious activities and religious studies. Provides pastoral counseling to meet rehabilitative as well as constitutional and legal mandates.
- Reentry 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.

2021-23 Agency Request Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$77,951,031		
Other Funds	$2,475,511		
Federal Funds	$0		
Total Funds	$80,426,542	287	286.50

2021-23 Governor's Budget

Fund Type	Expenditures	Positions	FTE
General Fund	$70,801,770		
Other Funds	$10,291,492		
Federal Funds	$0		
Total Funds	$81,093,262	204	203.50

Agency organizational information, including an organizational chart and description of how services are delivered;

OREGON DEPARTMENT OF CORRECTIONS
2021-23 Governor's Budget

Central Administration
178 pos. 176.12 FTE

- Office of Communications
- Office of the CFO
- Office of Govt Efficiencies
- Office of Internal Audits
- Office of Inspector General
- Oregon Corrections Enterprises

Operations Division
3,162 pos. 3,157.67 FTE
- Operations Administration
- Chief of Security
  - Transport
- Ops Central Svcs
- Institutions

MCCF	SFFC	PRCF
CCCF	EOCI	DRCI
SRCI	CRCI	OSP
OSCI	TRCI	OSPM
SCI	WCCF	SCCI

Health Services
621 pos. 600.72 FTE
- Medical Services
- Behavioral Health Svcs
- Pharmacy
- Dental Services

Administrative Services Division
274 pos. 274.66 FTE
- Info Technology Svcs
- Facility Services
- Distribution Svcs
- Employee Svcs
  - HR Operations
  - Recruitment & Career Services
  - Professional Development
  - Employee Relations
  - Labor Relations

Correctional Services Division
204 pos. 203.50 FTE
- Education & Training
- Programs and Services
- Intake
- Re-entry and Release
- AIC & Community Services
- OISC
- Office of Population Mgmt
- Religious & Victim Services

Community Corrections
76 pos. 76.00 FTE
- Douglas County
- Linn County
- Interstate Compact

Total Positions: 4,515
FTE: 4,488.67

OREGON DEPARTMENT OF CORRECTIONS
Operations Division Organizational Chart
2021-23 Governor's Budget

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                          ┌─────────────────────┐
                          │   Operations Admin  │
                          │  10 pos. 10.00 FTE  │
                          └─────────────────────┘
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| | **Institutions** | | Ops Div Central Svcs 3 pos. 3.00 FTE | Chief of Security 2 pos. 2.00 FTE |

OSP/MCCF 464 pos. 468.48 FTE	OSCI 218 pos. 218.00 FTE			Transport 71 pos. 70.00 FTE
EOCI 368 pos. 366.06 FTE	CRCI/SFFC 150 pos. 150.00 FTE
SRCI 748 pos. 747.79 FTE	SCCI 6 pos. 5.16 FTE
SCI/OSPM 99 pos. 99.00 FTE	TRCI 403 pos. 401.56 FTE
PRCF 66 pos. 66.00 FTE	WCCF 6 pos. 5.16 FTE
CCCF 389 pos. 386.96 FTE	DRCI 159 pos. 158.5 FTE
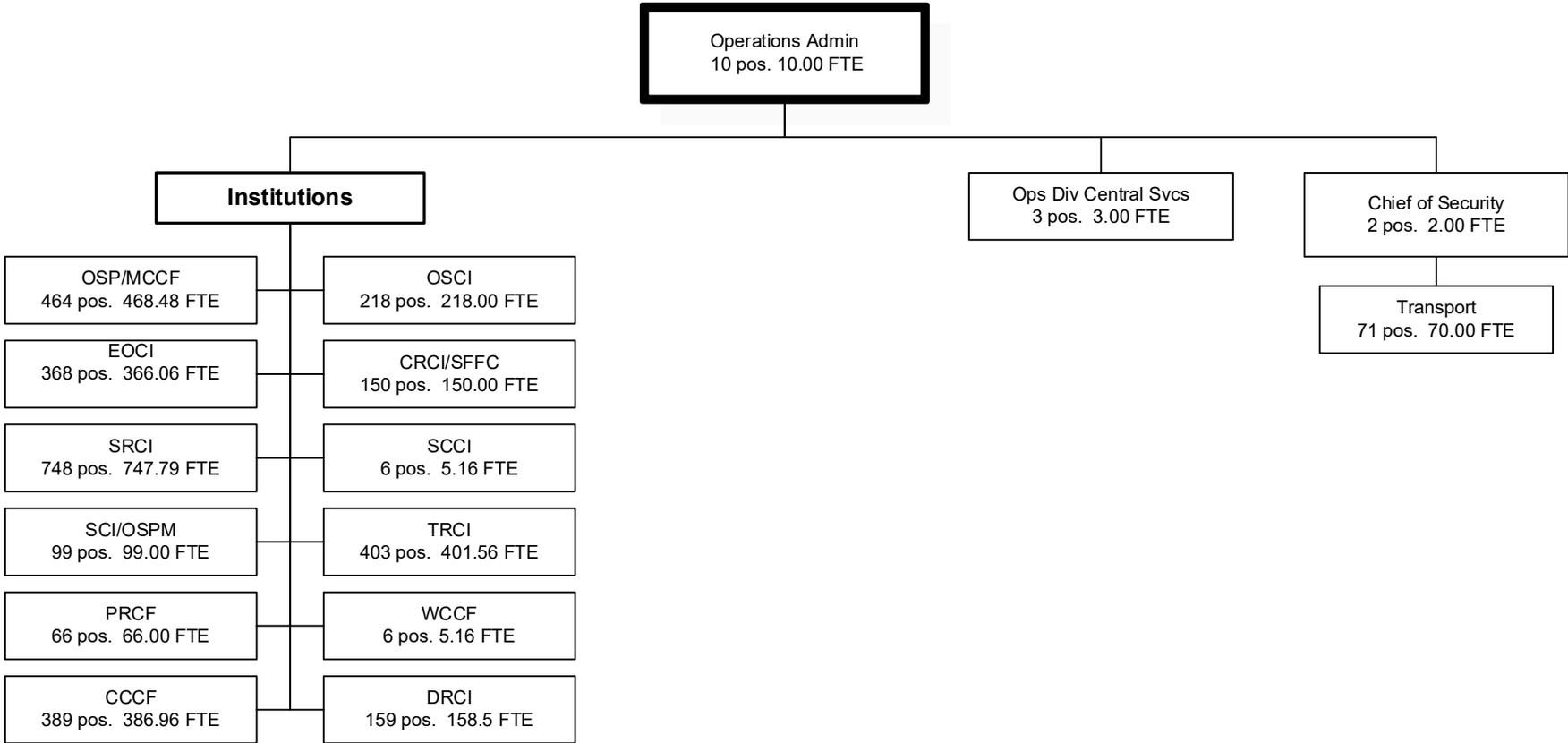
Total Positions: 3,162
FTE: 3,157.67

BUDGET NARRATIVE

The Operations Division is responsible for the overall security, housing, and daily operations of Oregon's incarcerated adults who have committed felonies and received a sentence of greater than 12 months. 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.

Management reductions over previous 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, Oregon Department of Corrections (ODOC) 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.

ODOC accepts all adults remanded to state custody and has no independent release authority. Efforts to manage the volume of offenders entering the state's correctional system, such as HB 3194 (2013), have helped slow the rise in the adult in custody (AIC) population. However, ODOC continues to manage an AIC population forecasted to peak at 14,646 AICs during the spring of 2020 within existing prison capacity using emergency beds. Even as the population begins to come down, some emergency beds for males will still be required throughout the 2027- 29 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 offender behavior. Additional beds and reduced staff make institutions less safe for staff and adults in custody.

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 and program development assistance to federal, state, and local corrections agencies. ODOC has joined NIC's efforts to address the specific wellness needs of the correctional field by participating in panel discussions, conferences, and informational webinars. ODOC's Director serves as chair on the NIC Advisory Board and in 2015 served as the chair of the Board's subcommittee on employee wellness. In addition, ODOC's director serves as the chair for the American Correctional Association's Committee on Healthy Culture.

  ODOC 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 Disability Rights Oregon. ODOC 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 should be utilized.
- **Minnesota Study –** A November 2011 study by the Minnesota Department of Corrections found that "visitation significantly decreased the risk of recidivism, a result that was robust across all of the Cox regression models that were estimated." Further, the findings suggest that revising prison visitation policies to make them more "visitor friendly" could yield public safety benefits by

helping offenders establish a continuum of social support from prison to the community, as well as more safe and secure prisons. As a result of the study, ODOC has made many changes to increase AIC and family connectivity. In July 2012, AIC communication events totaled 225,000 with their friends and family. Due to improved technology and contracting with a new communications provider those events totaled 1,340,000 in March 2020, a nearly six-fold increase, and were more efficient and cost effective. By using email, video visitation and other formats ODOC is seeking user friendly, cost effective ways to ensure AICs maintain healthy involvement with friends and family throughout their incarceration. Rule adjustments and the use of technology help AICs maintain important relationships with others who are unable to travel across the country or across the state, thus ensuring timely and effective communication with loved ones.

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 ODOC'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 2020 Prison Population forecast indicates a peak in the number of AICs midway through the 2019-21 biennium, with approximately 14,000 individuals in the custody of the ODOC by the end of the 2021-23 biennium. General Fund appropriations are the primary funding source for institutions, with some Other Funds support from sources such as Institution Work Programs and the AIC Welfare Fund.

In 2017, Oregon ODOC began a new philosophical approach to corrections based on security best practices and the belief that normalizing the prison environment is beneficial for employees and incarcerated individuals. This new approach was inspired by immersion into the Norwegian correctional system, a highly innovative forward-thinking criminal justice system. Sponsored by the Prison Law Office of Berkley and the Criminal Justice Commission, leaders from Oregon corrections made investigative trips to see firsthand the strategies employed there.

The outcome of those visits and the reciprocal visits of Norwegian correctional leaders to Oregon was to develop several ways to humanize our approach. Segregation reduction and reform, continued movement from a punitive to a rehabilitative mindset, and continuing efforts toward staff wellness are only a few of the improvements made as a result of these efforts. ODOC continues this work, in cooperation with the Amend program, using what we call the Oregon Way. The continuing work of the Oregon Way seeks to improve professionalism and esprit de corps while reducing the number and use of segregation beds. For example, one housing unit from the Snake River Correctional Institution Intensive Management Unit has been repurposed into general population housing. Also, some staff break rooms have been remodeled seeking a more restful and fun environment for institution staff. Improved staff training, improved AIC and staff living and working environments as well as other factors continue the work of the Oregon Way and improve outcomes for the adults in custody and the staff who work within our correctional facilities.

ODOC faces several 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 become less safe for staff and adults in custody. Beginning in early 2020 the COVID-19 emergency has created significant additional housing concerns. The need for medically segregated and treatment beds to limit cross contamination of AICs and staff placed a tremendous stress on the limited housing resources of our facilities. Housing units across the state were repurposed and refurbished to house COVID-19 positive and suspected cases despite the supervision issues already in place because of the use of the temporary and emergency housing.

In addition, ODOC has several 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. ODOC has contracted a firm who developed a Facilities Master Plan encompassing the needs of each facility across the state, prioritized those maintenance needs and projecting a timeline and expense related to addressing those issues. Failure to implement this Master Plan will continue to challenge our ability to operate safe facilities and increase system failures across the state. The Master Plan is facilitated by the General Services Division within their Facilities section. ODOC 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
- 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, adults in custody, and the public.
  - Ensure that all employees are active, visible, skilled participants in achieving the goals of the Oregon Accountability Model (OAM) and the mission of the department.

- o Operate cost-effectively through use of available AIC labor, automation, new technologies, and other strategies to achieve economies and efficiencies.
- o Encourage adults in custody in learning and demonstrating responsible behaviors that support both the OAM and ongoing safe, orderly operations.

- ODOC 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 adults in custody to lead successful lives upon release and the agency to monitor its progress in achieving ODOC goals.

- Institution security practices, such as proactive security threat management and appropriate housing assignments, assist the department in holding adults in custody 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 adults in custody to change their behavior while incarcerated and to reduce the risk of future criminal behavior.

- Structured activities and other cost-effective incentives are used to assist the department in controlling AIC behaviors, preparing adults in custody for transition through opportunities to practice responsible behaviors, enhancing staff and AIC interaction, and limiting AIC litigation.

- Meaningful work contributes to the success of adults in custody upon release. Most adults in custody have work assignments while incarcerated that assist in the development of an improved work ethic, work skills, and on-the-job experience as part of their preparation for re-entry to the community.

- Targeted programs and services are provided during incarceration using individual AIC behavior change plans to mitigate criminal risk factors while further preparing adults in custody to successfully transition back into their communities. The successful re-entry of offenders makes our communities safer for the citizens of Oregon.

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 ODOC prison operations. ODOC transports AICs for a variety of reasons, including:

- Medical appointments – Adults in custody are constitutionally guaranteed the right to medical treatment. When ODOC does not have the staff or facilities for a 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 ODOC facility to another.
- Programming needs.

- Interstate compact transfers.
- Coordination of new intakes from county facilities.

The Chief of Security chairs the Agency Operations Center (AOC) as needed. In early 2020 the COVID-19 emergency required the activation of the AOC to coordinate the varied functions necessary to coherently respond to the ongoing emergency. This includes daily and regular discussions across Divisions and Departments and cooperation with the State Emergency Command Center. An example of ODOC's involvement is the cooperation with our facilities section to receive, store, and ship personal protective equipment for other agencies ensuring all parties involved in the COVID-19 emergency had all supplies necessary to deal with the changing environment daily. The Chief of Security continues to facilitate that cooperation daily.

Operations Division Central Services

This program is responsible for policy development, central budget management, use of automation within institutions, central coordination of institution food programs, planning and dietary certification of 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 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 system that includes multiple prison locations using a wide spectrum of technology and physical plant designs. By centralizing the oversight of the major functions that protect the public and provide the core functions of safe, secure, and orderly prisons, ODOC is improving the consistency and quality of its institution operations.

OREGON DEPARTMENT OF CORRECTIONS

Central Administration Organizational Chart

2021-23 Governor's Budget

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                          ┌─────────────────────┐
                          │   Director's Office  │
                          │  28 pos.  28.00 FTE  │
                          └─────────────────────┘
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Department Overhead	Office of the CFO	Office of Government Efficiencies	Office of Internal Audits	Office of the Inspector General	Office of Communications
0 pos. 0.00 FTE	74 pos. 72.72 FTE	9 pos. 9.00 FTE	3 pos. 3.00 FTE	57 pos. 56.40 FTE	7 pos. 7.00 FTE
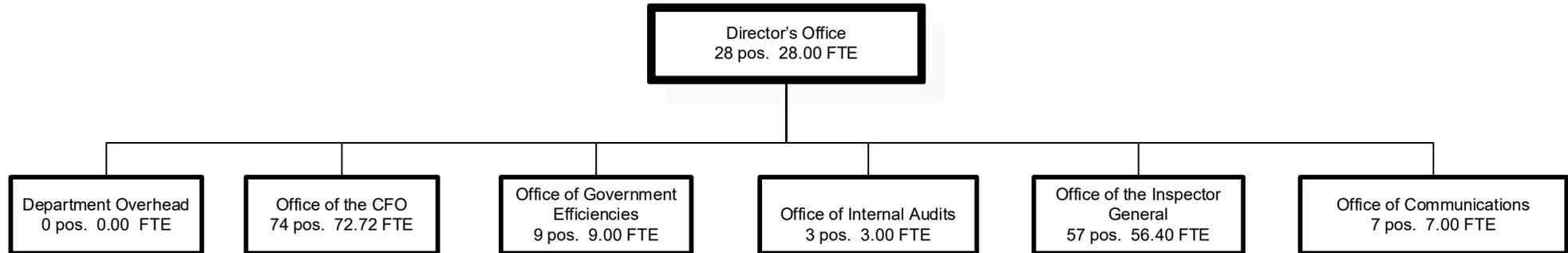
Total Positions: 178
FTE: 176.12

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 Internal Audits, Office of the Inspector General, and Office of Research and Evaluation. In addition, the Oregon Corrections Enterprises Administrator reports directly to the ODOC 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. 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 ODOC. 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, Contracts & Procurement, adult in custody (AIC) Revenue Generating Activities, 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) now merged with the Office of Communications, provides the agency's Executive Team with critical information for decision making, and ensures the department's mission, strategic direction, while ensuring programs are aligned. The offices performance management work is designed to continuously monitor and measure the effectiveness of ODOC'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.

Office of Internal Audits

The Office of Internal Audits provides independent, objective assurance and consulting services to evaluate and improve the effectiveness of risk management, control, and governance processes as it acts to improve the operations of the Department of Corrections. ODOC is required to maintain an internal audit function by standards set by the Department of Administrative Services under authority provided in ORS 184.360. The Office of Internal Audits consists of one Senior Internal Auditor and one Audit Administrator.

As required in OAR 125-700, the Office of Internal Audits performs audits and manages the audit function in accordance with internationally-recognized audit standards. A risk-based approach is used to develop an annual audit plan, in consultation with the ODOC audit committee. The Office of Internal Audits reports on its own audit activities to DAS and the Secretary of State.

Internal Audits liaises with the Secretary of State Audits Division and other external auditors, to ensure these required compliance and reporting processes are completed efficiently and accurately.

In order to comply with International Auditing Standards, Internal Auditors are required to complete enough continuing professional education to keep informed of trends and practices in internal auditing, and emerging risks to the agency.

Office of the Inspector General

The Office of the Inspector General was created in 1990 as recommended by an investigative report to the Governor. The office provides oversight on behalf of the director and deputy director of the Department of Corrections (ODOC). Although the Office of

Inspector General resides within the Office of the Director, it has broad authority to conduct investigations, ensure compliance, and reduce litigation risk while helping to uphold transparency to the public and maintain safe and secure environments for employees, adults in custody (AIC), and their friends and family.

The Office of Inspector General includes the following units:

Special Investigations Unit
At its core, the Office of Inspector General is an investigative entity. The Special Investigations Unit (SIU) is the primary investigative body within the Office of Inspector General. SIU investigates allegations of employee misconduct that fall outside the scope of human resources investigations along with significant AIC misconduct. SIU also investigates other misconduct consisting of criminal acts in state correctional facilities which requires collaboration with the Oregon State Police.
In 2019, SIU initiated 410 AIC investigations and 157 employee investigations. Additionally, SIU performed 86 agency assists, 126 evidence management cases, and 15 SIU investigative reviews.

Security Threat Management Unit
The Security Threat Management Unit (STM) was first implemented in 2005 to provide oversight and accountability to the top 2 percent of the AICs who were perceived to pose the most serious threat to the safety and security of the institutions. Under the direction of the Inspector General, six STM Lieutenants were tasked with monitoring and managing the AICs who had committed any one of ODOC's eleven most serious rule violations. Over the past decade, however, the number of AICs supervised by the STM Unit expanded to include more than 10 percent of the total AIC population.
In 2018, the STM Unit initiated a charter to evaluate and update the function of the unit. As a result of the charter, and implementation of evidence-based practices, STM has refocused and is working to reduce caseloads as well as the use of disciplinary housing (segregation) while breaking down disparity among the AIC population.

Central Intelligence Unit
The Central Intelligence Unit (CIU) is responsible for gathering information to assist in making informed decisions on matters that involve imminent threats to security or the safety and well-being of others. The primary mission of CIU is to gather, verify, analyze, and disseminate intelligence information in support of the mission of the Security Threat Management Unit, Special Investigations Unit, the Operations Division, and law enforcement partners.
The CIU utilizes a variety of systems and programs to ensure employee and AIC safety. Intelligence Analysts work collectively to analyze information gathered to determine security threats or whether to disseminate information to internal or external stakeholders.

Hearings Unit
The Hearings Unit conducts administrative misconduct hearings, involuntary mental health housing placement hearings, transitional leave hearings, restitutions hearings, and involuntary segregation hearings. With eleven Hearings Officers, and additional support staff spread throughout the state, the Hearings Unit works together to ensure that all hearings are conducted and processed in accordance with Oregon administrative rules and ensure that the due process rights of AICs are met. The Hearings Unit conducts approximately

12,500 administrative misconduct hearings per year.

Recently, the Hearings Unit has been actively engaged in ensuring that AICs are interreacted with in a trauma-informed way while striving to find the best possible solutions that treat each individual with dignity and respect. Hearings Officers are moving away from mandatory sanctioning, utilizing less segregation time, and finding more individualized interventions to address the uniqueness of each person.

Special Programs Unit

The Special Programs Unit consists of ODOC programs that require independent oversight or involve legal risk mitigation. The unit also serves as a liaison between ODOC and the Oregon Department of Justice on legal matters and litigation procedures.

The programs below operate at all fourteen ODOC facilities:

- Legal Coordination
- Rules and Policies
- AIC Americans with Disabilities Act (ADA)
- AIC Grievances
- AIC Discrimination Complaints
- Prison Rape Elimination Act (PREA)

In 2019, the AIC Grievance and Discrimination Complaint rules were rewritten to streamline the process for AICs and help bring lower level resolution to issues. In 2020, ODOC is expected to adopt a new ADA rule to assist AICs with access to programs, services, and activities. The PREA program promotes sexual safety in ODOC institutions and works to ensure compliance with the national PREA standards through internal and external audits. In 2019, the PREA team conducted five internal audits of ODOC facilities (MCCF, CRCI, OSP, SRCI and PRCF). The same year, we facilitated four audits of ODOC facilities (SRCI, CRCI, MCCF and OSP). The difference in numbers is due to PRCF being rescheduled. Our external auditing team conducted five audits of California Department of Corrections & Rehabilitation facilities; two audits of Colorado Department of Corrections facilities; and, one audit of a New Mexico Corrections Department facility.

Research Unit

The Research Unit was moved to the Office of Inspector General in 2019. The Research Unit provides data analysis and research for the entire agency including data for 13 Key Performance Measures. The Research Unit is currently involved in 24 external research projects. More recently the type of research has focused on racial disparity in the AIC population measuring such things as AIC grievances, discrimination complaints, and uses of force.

Other Duties

In addition to the above, the Office of Inspector General also serves as the primary liaison with state, local, and federal law enforcement, prosecutors, and attorneys. The Office of Inspector General also has a primary role in fugitive apprehension and

conducts use of force reviews when the need is determined by the Operations Division or Inspector General. Other types of investigations include those conducted in conjunction with the ODOC Internal Audits Division and death reviews in conjunction with the Oregon Department of Justice.

Ultimately, the focus of the Inspector General is to investigate allegations of employee misconduct, hold AICs accountable for misconduct while preserving due process rights, reduce legal risk, and promote the fair treatment of AICs while reducing disparity.

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 whole agency, they are budgeted and paid centrally.

OREGON DEPARTMENT OF CORRECTIONS
Administrative Services Division Organizational Chart
2021-23 Governor's Budget

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                      ┌─────────────────────────┐
                      │  Administrative Svcs Admin │
                      │    2 pos.  2.00 FTE        │
                      └─────────────────────────┘
        ┌──────────────────┬──────────┴──────────┬──────────────────┐
┌───────────────┐  ┌───────────────┐  ┌───────────────┐  ┌───────────────┐
│ Human Resources │  │ Info Technology Svcs │  │ Distribution Services │  │ Facility Services │
│ 95 pos.  95 FTE │  │ 80 pos.  80.50 FTE │  │ 64 pos.  63.66 FTE │  │ 33 pos.  33.50 FTE │
└───────────────┘  └───────────────┘  └───────────────┘  └───────────────┘
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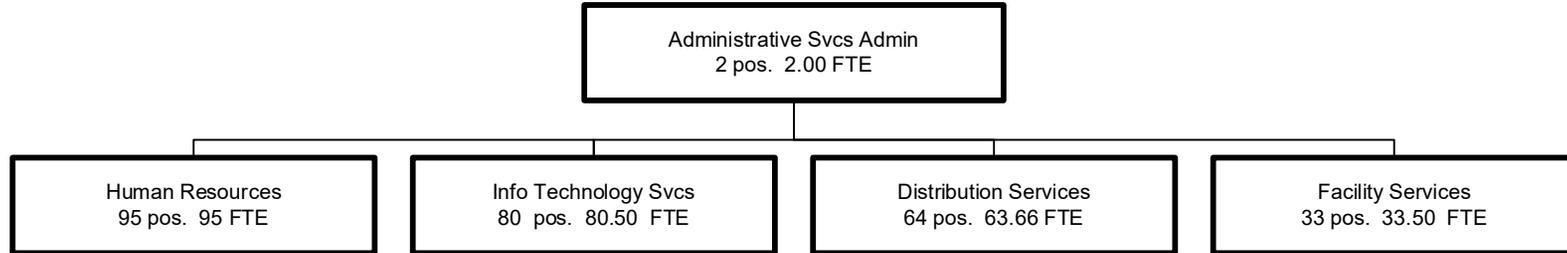
Total Positions: 274
FTE: 274.66

BUDGET 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 adult in custody (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, Oregon Department of Corrections (ODOC) has struggled to modernize its systems. In some areas ODOC is still using manual and paper processes that do not allow for efficiencies or data sharing to the degree that it could. ODOC is proposing a series of modernization upgrades that will position the agency to take advantage of efficiencies from technology such as the implementation of Electronic Health Records (EHR) and replacement of end of life or legacy hardware and software. These are proposed in the policy packages above and, in the case of the EHR, 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 ODOC 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 need 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 ODOC institutions that generate revenue. The re-use section repurposes items that might otherwise end up in the waste stream.

OREGON DEPARTMENT OF CORRECTIONS
Community Corrections Division Organizational Chart
2021-23 Governor's Budget

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                    ┌─────────────────────────────┐
                    │  Community Corrections Admin │
                    │       9 pos.  9.00 FTE       │
                    └─────────────────────────────┘
                                   │
        ┌──────────────────────────┼──────────────────────────┐
┌──────────────────┐    ┌──────────────────┐    ┌──────────────────┐
│ Interstate Compact│    │    Linn County   │    │  Douglas County  │
│  4 pos.  4.00 FTE │    │ 31 pos.  31.00 FTE│   │ 32 pos.  32.00 FTE│
└──────────────────┘    └──────────────────┘    └──────────────────┘
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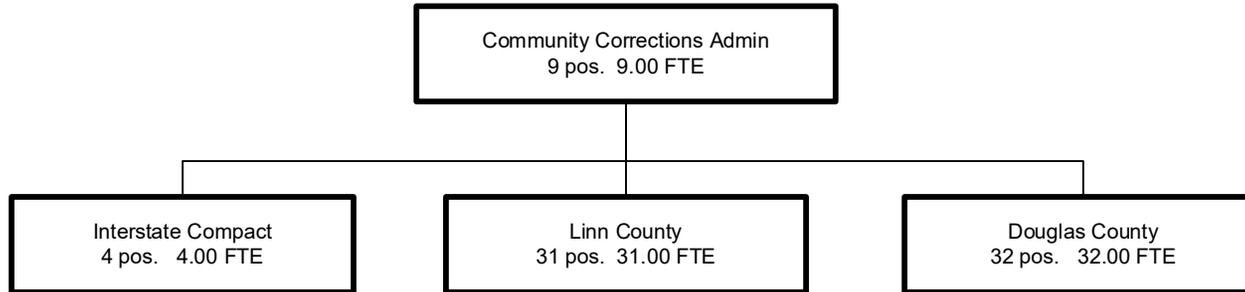
Total Positions: 76
FTE: 76.00

BUDGET 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 ODOC 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), 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, Criminal Fine Account distributions to counties for the purposes of adult and juvenile correctional programs, 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 adults in custody (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)

This unit is responsible for direct oversight and coordination of the transfer of adult supervision between all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. This oversight includes the responsibility to ensure that all 36 counties comply with the federally enforced ICAOS rules specific to transfer of supervision as well as the case management of those transferred to Oregon from other jurisdictions.

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 ODOC due to opt-out. The primary function of Douglas and Linn County Community Corrections is to provide supervision, sanctions, and services to roughly 2,400 of Oregon's approximately 30,000 adults sentenced to felony or designated drug-related misdemeanor probation, parole, or post-prison supervision.

OREGON DEPARTMENT OF CORRECTIONS
Health Services Organizational Chart
2021-23 Governor's Budget

Medical Services	Dental Services	Behavioral Health Svcs	Pharmacy
365 pos. 353.06 FTE	60 pos. 53.38 FTE	169 pos. 167.94 FTE	27 pos. 26.34 FTE

Total Positions: 621
FTE: 600.72

BUDGET NARRATIVE

The Health Services Section includes the following subunits: Medical Services, Behavioral Health Services (BHS) (includes substance abuse treatment programs), Dental Services, and Pharmacy & Medical Stores. The following is an overview of each sub-unit.

Medical Services

The state has a legal obligation to provide health care and the Federal Courts have mandated that adults in custody (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 like 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. ODOC nursing staff engages in over 1,000 patient care contacts each day statewide, and ODOC physicians provide more than 250 on-site primary care appointments each day. ODOC has five institutions with on-site infirmaries for a total of approximately 76 infirmary beds. Health Services provides extensive primary care on-site and provides appointments in the community with specialists as needed.

Medication costs in the United States continue to rise, especially for Specialty Medications, Biologics and HCV treatments. ODOC requires exceptional inflation to be applied to cover the cost of medications.

Behavioral Health Services

Over the past decade, ODOC 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. ODOC provides several levels of mental health treatment along with individualized case management. Behavioral Health Services (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. BHS, in partnership with the ODOC Operations Division, has increased out-of-cell time for some of the most mentally ill AICs by increasing the number of structured groups provided. In addition to groups and individualized case management, BHS also provides medication, when necessary, to help manage mental health symptoms. This is done by psychiatrists and psychiatric nurse practitioners that are both on staff and contracted.

Treatment Programs

In the 2019-21 biennium, substance use disorder 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 substance use disorder treatment programs provide 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 210 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.

In addition to these programs, ODOC began a co-occurring disorder treatment program that will target individuals with high need for substance use disorder and intensive mental health treatment. When full, this program will provide services to 50 AICs at a time.

Medication Assisted Treatment (MAT) has been introduced in ODOC through collaboration between BHS and Medical Services. AICs who come into ODOC on MAT will continue their MAT for a period of time determined by a multidisciplinary team consisting of Medical and Behavioral Health Services staff. MAT is available at 7 ODOC institutions including medium and minimum-security locations and CCCF.

Dental Services

ODOC has dental facilities in 12 institutions. AICs housed in facilities without dental clinics are transported to the nearest ODOC facility for their dental needs. ODOC dental clinics are staffed by licensed dentists and qualified dental assistants, who provided 35,721 face to face (consult, exam, and/or treatment) dental contacts for the calendar year 2019. This does not include any written correspondence, entries into paper chart or patients brought up for x-rays by dental assistant without seeing a dentist

Emergency treatment and relief of pain is the 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 ODOC 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.

ODOC 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 approximately 14,000 AICs.

Other Health Services Issues

Medicaid: In January 2014, ODOC began using Medicaid (via OHA) to pay claims for qualified out of prison in-hospital stays. As the process developed, unforeseen issues with reporting and IT systems emerged. 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 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: ODOC continues to experience a shortage of key medical staff at many of its institutions throughout the state, including a shortage in medical prescribers. A professional medical recruiter (funded from vacancy savings) has been hired 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.

OREGON DEPARTMENT OF CORRECTIONS
Correctional Services Division Organizational Chart
2021-23 Governor's Budget

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                        │ Correctional Services Admin │
                        │      6 pos. 6.75 FTE       │
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Intake	OISC	Population Mgmt	Religious Services	Education & Training	Programs and Services	Re-entry and Release	AIC & Community Services
23 pos. 23.00 FTE	71 pos. 70.50 FTE	8 pos. 8.00 FTE	27 pos. 26.25 FTE	7 pos. 7.00 FTE	15 pos. 15.00 FTE	44 pos. 44.00 FTE	3 pos. 3.00 FTE
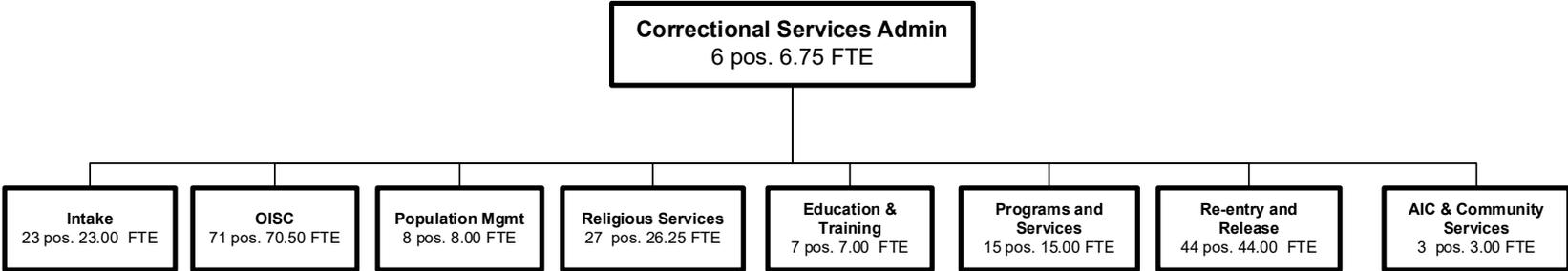
Total Positions: 204
FTE: 203.50

The Correctional Services Division includes the following sub-units: Intake, Offender Information and Sentence Computation (OISC), Office of Population Management (OPM), Correctional Case Management (CCM), Programs and Business Services (PBS), Education and Training, Religious Services, and Reentry and Release. An overview of division administration and each sub-unit is described in more detail below.

Correctional Services Division Administration

The Correctional Services Division provides policy and legislative direction to the division; management oversight of the Correctional Services budget, contracts, and federal grants; and monitoring of the division's business practices to ensure adherence with statutory requirements, as well as ODOC policies and administrative rules. The Correctional Services Division Administration also ensures that evidence-based practices are utilized by all programs and services, and coordinates audit teams to provide quality assurance reviews of service delivery and contractual obligations. The Division utilizes project management principles and process improvement strategies to implement and support program success, and drive quality operational improvements.

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 ODOC. 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 5,300 individuals entering ODOC each year. Intake assessments include 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 adult in custody's (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 four biennia, we have requested FTE for Intake. All POPs have been denied, yet our staffing needs grow. 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 2019 we had 5,256 intakes, which is a deficit of 856 or approximately 2.1 FTE. Policy Option Package 201 for the 2021-23 biennium describes a request for 2 FTE to cover production needs and reduce the need for staff overtime.

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 14,000 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 ODOC incarceration to which an individual is sentenced is accurately and correctly computed, enabling ODOC to correctly and lawfully fulfill its mission to hold AICs accountable for their actions. In addition, OISC is also responsible for tracking, managing, and responding to public records requests.

- Sentence Computation
  Individuals arrive at ODOC 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 ODOC is computed and applied correctly to the individual's ODOC sentence. Each month, OISC is responsible for the initial sentence computation of approximately 430 individuals, the release of approximately 440 AICs, and the sentence maintenance of approximately 14,000 incarcerated individuals under the authority of ODOC. 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 (PTAs). 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 237 requests 1.0 FTE to create a permanent training position.

- Institutional Support
  OISC has staff geographically located throughout the state at each ODOC 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 ODOC 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.

- Legislatively Required Records Officer Duties
  OISC 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 ODOC's Records Officer is responsible to coordinate the agency's public records and ensure public records requests are responded to accurately and within required timelines. Policy Option Package 237 requests funds to purchase a public records request database.

Office of Population Management

The Office of Population Management (OPM) is responsible for providing an infrastructure for system-wide strategic planning and communication regarding ODOC's population management strategies. With approximately 690 emergency 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 ODOC 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 approximately 14,000 AICs, the efficient and effective way individuals are assigned to institutions is a critical requirement for ODOC 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 ODOC custody, including general population, special populations, and individuals residing 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 ODOC's 10-year housing plan based on the Office of Economic Analysis' prison population forecast and recommending ODOC 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 residing at the Oregon State Hospital (OSH), Oregon Youth Authority (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.

Correctional Case Management (CCM)

Correctional Case Management (CCM) initially began in 2008 and was further enhanced through a Destination 2026 Strategic Initiative completed last biennium. CCM is now integrated into ODOC's day-to-day work and is part of implementing of the Oregon Accountability Model – our long-term business strategy for accomplishing the Department's public safety mission to reduce the risk of future criminal behavior. CCM places our correctional counselors at the center of case planning, creating a collaborative effort towards success.

BUDGET NARRATIVE

Using a thorough lifecycle analysis of case planning from Intake through release, 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 draw upon the insight of corrections professionals throughout the department to prepare AICs for a successful return to the community. CCM now includes a quality assurance process to ensure case management is applied consistently and accurately across the state.

- Behavioral Change Programs
ODOC contracts with private organizations to deliver intensive behavioral change programs (cognitive restructuring and parenting) throughout its prisons. ODOC'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 ten 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 reentry. 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.

   We began a new 5-year contract cycle at the end of 2018 with our primary behavioral change contract provider, The Pathfinders Network (formerly Pathfinders of Oregon). Costs to maintain current levels of service increased due to contractor staffing costs in the changed job market, the incorporation of new research in evidence-based programming standards and moves towards gender-responsive programming. We requested funding for these increased costs in a Policy Option Package that was not approved. Therefore, ODOC has had to absorb these additional costs.

   In partnership with The University of Cincinnati and Portland State University, we contracted 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 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's Policy Option Package for additional funding to continue this program was not approved last biennium, and the ODOC has had to absorb these costs.

   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 ten institutions and serves incarcerated parents motivated to learn new skills that will enhance family reintegration post-release.

ODOC began delivering Parenting Inside Out Phase II this 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. ODOC was successful in obtaining U.S. Department of Justice, Office of Justice Programs, grant funding to assist in delivery of this program for 2019-21, the bulk of which is dedicated to our contract with The Pathfinders Network for delivery of the program. ODOC and The Pathfinders Network have successfully modified the program to include telephonic coaching, printed work packets, and tele-video visiting in order to continue program delivery during the COVID-19 pandemic.

Programs Business Services Unit

The Programs and Business Services Unit is responsible for the overall planning, coordination, and management of the department's behavioral change programs, Visiting Services Unit, Victim Services, the statewide volunteer program, and coordination of efforts to engage the friends and family and children of those incarcerated.

- Policy and Business Services
  The Policy and Business Services department is responsible for many division-wide administrative responsibilities such as administration of division contracts, development and management of the division budget, responding to legislative inquiries, legislative bill tracking and coordination, project management, policy development and revision, outcome-based performance measurement, IT service requests, grant project monitoring and reporting, development and tracking of memoranda of understanding, etc.

- Visiting Services
  Visitation while in prison is a significant predictive factor in successful reentry and continued contact between children and their parent during incarceration mitigates the heavy social consequences often endured by an estimated 68,000 children in Oregon. ODOC 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.

  The Visiting Services Unit is the central location within ODOC responsible for processing almost 2,700 visiting applications each month; and preparing, reviewing, and recommending approval/denial of over 500 visiting appeals in 2019. Visiting Services works very closely with other divisions and units including Operations, Business Services, and Inspections.

  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.

- Volunteer Services
  The Volunteer Services Program includes over 1,900 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 reentry.

  Nearly 57 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 comprise 9 percent of the volunteer group. Reentry, education, and life skills volunteers round out the remaining group of volunteers where AICs can learn new and beneficial pursuits including quilting, yoga, clock making and repair, bookkeeping, nonviolent communications, creative writing, and more.

  While the ODOC 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 that fund staff to provide services to AICs. Our reliance upon these partners and the tracking mandates continues 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. Policy Option Package 239 requests funding to pursue a DAS-negotiated price agreement contract for offsite fingerprinting services that is more convenient for our nonemployee service providers and more cost- and time-efficient for the ODOC.

- 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 ODOC and all 36 counties in Oregon. Currently, over 172,000 Oregonians have registered for VINE, with 3,500 to 5,500 new registrations per month. Oregon is the leader among states using the VINE system in the number of individuals accessing and using the system. 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, 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. Victim Services also recently launched the Responsibility Letter Bank (RLB) program. The RLB provides AICs the opportunity to write a letter of responsibility to their crime victim, and the crime victim(s) may request the letter from Victim Services repository. The RLB is a service for victims to receive word of acknowledgment and responsibility from their offender that they may have not received during trial or sentencing. For many victims of crime and their family, it is a form of healing.

BUDGET NARRATIVE

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 residing in ODOC 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.

AICs receive ABSD services each year, and 75 percent who enter ODOC 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. Policy Package 246 seeks to convert current Adult Basic Skills (ABS) contracted education funding (including English-as-a-Second Language and services to Individuals with Disabilities) into ODOC staff positions.

- 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 made, 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 of art or associate 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 welding and custodial certified training programs. The apprenticeship and training programs are a partnership between the ODOC Education Unit, ODOC 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 ODOC 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, religious activities and study, 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 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 also supervises and coordinates the ministry of a large pool of volunteers (approximately 1,100) who provide faith-specific programming. Policy Option Package requests funding for 2.0 FTE to reduce straight time, improve staff wellbeing, and fund programs.

Reentry and Release

Reentry and Release is a state-wide program of reentry education and planning services, and individualized release preparation with links to post-release supports. These services are available to AICs in ODOC 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 Reentry 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. One example is our partnership with the Oregon Health Authority (OHA) and Department of Human Services (DHS) to ensure releasing AICS have access to state and local benefits. ODOC's Reentry Benefits Coordinator assists 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 the Oregon Health Plan, General Assistance, and MAGI Medicaid and Social Security benefits for those with severe medical and/or mental health needs.

- Transition Services
  Transition Services are designed to address some of the common barriers to effective reentry by offering AICs interactive, skills-based curriculum that focuses on soft skills needed to obtain and retain employment, appropriate housing, working effectively with their parole and probation officer, financial management, family engagement, managing stress, and practicing healthy self-care. AICs are assessed as to their reentry needs and receive services specific to the identified needs. Community partners and resources are engaged through

"reach-ins" to facilitate effective release to community supervision. Transition Services also coordinates community transition programs offered at the institutions.

- Release Services

Release Services staff facilitate release planning requirements for all AICs who will be leaving the legal or physical custody of ODOC 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, ODOC medical and mental health professionals, state and federal agencies, and private providers to develop a plan designed to help releasing individuals effectively integrate into their communities, meet their basic needs such as housing and employment, and ensure continuity of medical and/or mental health care post-release.

Releases have become more complicated in the passing years, due in part 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. 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. House Bill 3078 (2017) again increased STTL to 120 days for those sentenced on or after 1/1/2018. In 2013, release counselors coordinated the release of 4,897 adults from custody and in 2019 that number was up to 5,323.

Adults releasing from custody today face more complex issues than in the past, and community resources available to them have failed to keep pace. Examples include: a scarcity of appropriate housing; the complexity of medical and/or mental health needs, especially for older adults and adults with disabilities, and the lack of placement options in their community of release; lack of community-based treatment resources; and Oregon's 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 releasing from prison.

Major budget drivers, budget risks (including pending lawsuits, disputes over existing contracts, audit findings), and environmental factors (for large agencies, specific detail should be provided in the program discussion);

BUDGET NARRATIVE

Environmental Factors

Several environmental factors play a significant role in affecting Oregon Department of Corrections (ODOC) 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 ODOC to change course. With legislative and Governor's Office approval, in February 2016, the agency shifted the adult in custody (AIC) 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.

  Since that time, both the male and female populations have begun to trend down. Coffee Creek Correctional Facility (CCCF), the only female facility in the state, reached capacity in 2019, but those numbers eventually fell as predicted in the OEA forecast. As of early 2020, all 110 emergency beds at CCCF are offline (see below).

- **COVID-19** – The coronavirus global pandemic, first experienced in Oregon in the first quarter of 2020, has had a substantial impact on ODOC operations and budget. The entire state justice system was impacted as courts shut down, sentencing was delayed, and community policing was modified. As a result, intakes to ODOC dropped dramatically and release planning was affected. The Governor moved to commute 57 AIC sentences to aid in social distancing inside the prison system. While the total prison population is down significantly as of this writing, some concern remains about what happens as society begins to reopen and move past COVID-19. The population will likely increase as the court system returns to normal operations, but the exact impact remains to be seen.

- **Temporary and Emergency Beds** – A critical factor in determining the best approach to ODOC's housing plan is the agency's use of temporary and emergency beds. Over the past five biennia, ODOC has been managing its population with an increasing number of temporary and emergency beds. The agency currently has 690 of these beds in use related to population capacity, and another 257 emergency beds activated to allow for internal COVID-19 quarantining and social distancing. 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 additional emergencies. The decrease in the female population has allowed the agency to remove 100 percent of the women's emergency beds at CCCF.

BUDGET NARRATIVE

- **Offender Characteristics/Needs –** ODOC continues to face an increasing number of individuals entering its custody with mental health issues, to the point that ODOC has become the largest mental health provider in the state. Of ODOC'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 ODOC.

- **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 3 years on all their facilities. ODOC's annual PREA report can be found on the agency website (https://www.oregon.gov/doc/prison-rape-elimination-act/pages/home.aspx).

- **Public Safety Applicant Crisis –** For some time, ODOC 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 ODOC'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 ODOC completes with county community corrections entities and the private sector, respectively. Furthermore, 35 percent of our workforce is eligible for retirement within the next 5 years; 17.6 percent could retire now, with an additional 17.4 percent beyond that into 2025.

- **Deferred Maintenance Costs –** For decades, ODOC 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 the complex facilities and systems across the state. 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. In the 2019-20 biennium, ODOC received approximately $11 million of General Fund deferred maintenance budget.

  In late 2019, ODOC engaged a vendor (DLR) to conduct a system-wide assessment of the prison system's deferred maintenance needs. ODOC's immediate need to maintain facilities exceeds $400 million. The agency will request both additional capital renewal and maintenance/repair funding in 2021-23. In the absence of additional funding, ODOC may be required to request funding from future Emergency Boards as infrastructure needs arise.

<u>Major changes to the agency in the past 6 years, broken down by biennia, including program changes (additions or reductions) and the effect of changes on service and program delivery, with an emphasis on programs that were initiated in 2019-21;</u>

BUDGET NARRATIVE

The 2019-21 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 2021-23). The following provides a highlight of several of these initiatives.

- **Employee Wellness –** The Oregon Department of Corrections has been a global leader in corrections employee health since 2012 through numerous research efforts undertaken with partner universities. This research 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. A large baseline 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 2017-19 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 (ODOC) 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.

In 2020 the Agency realigned resources to hire an Administrator of Wellness and Equity. This Administrator is building upon

phase 1 and 2 of the wellness initiative and is focused on program and policy implementation that will result in measurable improvements to staff wellbeing. The Administrator is a member of the Agency Leadership Team, reports within the Human Resources structure, and is advised by the Agency Wellness Council. A network of Wellness Teams exists at most of our statewide worksites. The Administrator of Wellness and Equity and the Agency Council ensure alignment with the Governors Executive Order on State Agency Employee Wellness (17-01). The most recent Agency Wellness Plan was submitted in 2020.

Highlighted in that plan were our 2018-19 accomplishments:

- ODOC Wellness Office created and staffed;
- With the 2019 opening of the Eastern Oregon Correctional Institution Wellness Center, all ODOC facilities have wellness/fitness centers (a "regional" center is located at OSP for the Salem institutions);
- ODOC Employee Wellness Policy 20.6.18 in place and updated in 2018
- ODOC Support of Employee´s Work and Family Needs Policy 20.5.20;
- ODOC statewide Wellness Council established and running;
- Wellness Trainings took place in all Basic Correction Courses and Annual Training;
- Continued Mindfulness-Based Wellness and Resilience 10-week course for staff;
- Completed NIJ Research Study with OHSU on stress indicators of corrections staff; and
- Partnered with Amend of UCSF to transform correctional culture with a focus on normalizing and humanizing corrections environments.

Goals for 2020-21 are:

Goal 1: Rerun the 2016 Employee Survey in 2021
Goal 2: Implement a Lactation Support Policy by 2021 that requires one accessible and positive lactation space at every location
Goal 3: Four Correctional Facilities will complete an intensive Diabetes Prevention/Intervention Program
Goal 4: All ODOC Facilities will have a positive employee breakroom that promotes employee restoration
Goal 5: All ODOC 24-Hour Facilities will make measurable improvements in healthy food options at all hours
Goal 6 All ODOC locations will have active and chartered wellness committees with representation on the Agency Wellness Council
Goal 7: Develop and deliver to every ODOC a two-hour Trauma Informed Care training that focuses on staff self-regulation skills
Goal 8: Reevaluate Agency Wellness Performance Measures to align with identified priorities

- **Electronic Health Records (EHR) Planning and Implementation** – In 2015, the legislature allocated funding for ODOC to move the EHR project through the DAS Stage Gate procurement process. ODOC 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.

ODOC received funding in the 2019-21 biennium to procure a Project Manager, Business Analyst, and independent Quality Management Services (iQMS) from the DAS IT Professional Services List to help meet Stage Gate 2 requirements in 2020. ODOC will also be releasing a request for proposal (RFP) for an EHR solution and selecting a solution in early 2021

A 2021-23 Policy Option Package has been submitted to procure funding for implementation of an EHR solution from the RFP responses.

- **Restitution Collection and Establishment of a Transitional Fund for Adults in Custody (AICs) to be Used Upon Release** – Senate Bill 844 was passed in the 2017 legislative session to direct ODOC 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 AIC's 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 ODOC/OCE employee.

  ODOC has engaged and is working with our partners, OJOD and DOJ, to provide ODOC the accounting details for the court-ordered financial obligations. ODOC began collection of 5 percent for transitional savings accounts on July 1, 2018 and modifications of system software, system setup, acceptance testing, and production deployment occurred from June to September 2018. As of July 2020, the connection between ODOC and OJD is complete and collection can begin. ODOC has decided to postpone collection until the Fall of 2020 given the impact of COVID-19 on the adults in custody. These impacts include loss of work opportunities, no visitation, and less money being placed in accounts at this time.

- **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 2019, ODOC released 8,091 individuals to STTL, with a 90 percent success rate (only 10 percent of the 8,091 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 589,266 prison bed days, or the equivalent of a 1,614-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 ODOC is currently providing. This analysis was done to determine what services ODOC may need to implement to address those needs. The contractor presented ODOC with a report of the analysis along with recommendations. ODOC is reviewing the report to determine what recommendations to implement.

- **Correctional Caseload Management (CCM) Enhancement –** This is an initiative spearheaded by the Correctional Services 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:

  o CCM has implemented a robust quality assurance program to ensure program fidelity for all our tools: assessments, AIC behavior change plans and interventions
  o CCM has implemented a dynamic quality assurance program for staff performance, which requires active engagement and staff participation – this has been very successful
  o CCM established a CORE Measurement with the AIC's Behavior Change Plans (BCPs)
  o CCM Unit also staffed with an OS2, who is responsible for tracking and monitoring of CCM data and audio recordings submitted for staff quality assurance.

- **Sustainability –** ODOC 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 ODOC sustainability initiatives:

- ODOC completed a 5-year (2017-2022) sustainability plan that has been approved by the Oregon Sustainability Board;
- In 2019, ODOC recycled 2.99 million pounds of materials (wood, cardboard, fabrics, plastic, metals, etc.);
- In 2019, prison gardens produced 228,000 pounds of fruits and vegetables, of which ODOC donated 10,200 pounds to local food banks (the rest was used to supplement institution menus);
- Since 2017, ODOC procured 30 percent recycled-content printer paper and since 2015 has been procuring 100 percent recycled-content toilet paper and paper towels;
- Since 2013, ODOC has reduced energy usage by 10 percent towards the 20 percent governor mandated reduction to be reached by 2023;
- ODOC reduced water usage by 5.9 percent;
- ODOC gardens grew 228,029 lbs. of produce and donated 10,201 lbs. to local food banks.
- 178 Certificates of Home Horticulture were issued for those that completed the Sustainable Gardening course.
- 48 Green House Management certificates were issued by Growing Garden-Lettuce Grow.
- 61 Seeds to Supper certificates were issued through Oregon Food Bank and Growing Gardens-Lettuce Grow.
- 46 Beginner beekeeper certificates were issued.
- 31 Apprentice beekeeper certificates were issued.
- 5 lbs. of seeds collected at OSCI from endangered native plants (Kincaid's Lupine and Golden Paintbrush) for Native Seed Network through the Institute for Applied Ecology (IAE).
- WCCF propagated over 31,000 sagebrush and bitterbrush plants for Bureau of Land Management (BLM) through the Sagebrush in Prisons Project facilitated by IAE.
- SRCI propagated over 57,000 sagebrush for BLM through the Sagebrush in Prisons Project. Also, propagated 200 milkweed plants for the Monarch Butterfly program.
- CCCF propagated over 80,000 viola plants for the Oregon Zoo husbandry program for the endangered Oregon silverspot butterfly. The habitat restoration crew transplanted 23,000 plugs of the viola at Nestucca Bay Wildlife Refuge for this endangered species.
- CCCF Oregon Taylor's Checkerspot butterfly rearing lab was able to rear 750 of these endangered butterflies for USFWS.
- PRCF and SCCI became 50001 Ready recognized. This brings us up to 6 sites (CCCF, CDC, EOCI, PRCF, SCCI and WCCF) with this high energy management recognition through USDOE.

- **AIC Classification Analysis –** The classification tool was revised in 2008 and has not been validated since. Since that time there have been significant law changes that have impacted the type of AIC we receive. The Work Housing Assignment Level Evaluation (WHALE) was created in 2008 and has not been validated since. The Violence Predictor Score (VPS) was

implemented in 2008 and has not been validated since. All three of these tools need to be evaluated and updated to ensure they align with Correctional Case Management (CCM). Ensuring these tools are classifying our AIC population appropriately ensure we are meeting the needs of our AIC population, improving upon the safety and security of our institutions, positioning ourselves to make better informed long-range plans, supporting CCM, and supporting our community partners.

   o Phase 1 of the classification initiative is complete. Recommendations have been approved by the ODOC Executive Team, which includes the new classification tools designed by Dr. Hardyman for our population, as well as policy changes.
   o We are currently in phase 2 – this is the IT development phase.

- **ODOC 10-Year Master Plan** – ODOC has a history of continually increasing deferred maintenance projects due to underfunding and continuous repair of the ageing buildings within its portfolio. Budgeted funds and efforts have been focused primarily on building repairs required to ensure the safety and wellbeing of our staff and AIC population and has left minimal funds remaining to impact our deferred maintenance liabilities. As part of our Deferred Maintenance and building upkeep, we will review our current organization structure for Physical Plant Maintenance teams within the institutions. We want to ensure this structure is conducive to ensuring funds and resources are directed efficiently. We are open to alternative options.

Identifying current facilities with the potential or creating new space to meet the needs of the agency is crucial. Our aging AIC population is a concern we will need to address in the coming years, and we do not currently have a structure or funding mechanism to address the issue centrally. ODOC also recognizes the need to rethink our approach to normalizing and humanizing our AIC population to ensure their return to society is successful. Integrated into this Master Plan request we are also looking to review the feasibility of combining our administrative space. Currently ODOC leadership and departments are divided amongst multiple buildings throughout the greater Salem area, it is believed that we will have more continuity of service if leadership and teams were centrally located. The proposed Master Plan will provide a path for ODOC to move forward in a unified manner and to ensure our mission is accomplished in the most cost effective and proficient method possible.

   o ODOC hired an engineering group during the 2019-21 biennium to conduct the master planning exercise.
   o The master plan was completed in June 2020 and centers on a few simple objectives:
   o Consolidated Medical/Mental Health/Geriatric Facility
   o Expansion of Minimum-Security Capacity
   o Expansion of Program Spaces
   o Address Deferred Maintenance

With the direction of the Master Plan in hand, we have presented a request to Capital Planning Advisory Board (CPAB) to get their recommendation for our request to legislature for funds to start work on the Master Plan items

- **Data Reporting & Business Analysis -** This initiative is an analysis of the software programs and platforms the department currently uses for data collection and management. These tools include the Data Warehouse and Content Management Interoperability Services (CMIS).

  The Office of the State Chief Information Officer (OSCIO) is requesting the agency to use more modernized tools.

  - o Reason: Our current software is outdated.
  - o Licensing is expensive and the version we are using requires a higher level of technical expertise than the newer version.

  The scope includes two parts:

  Part 1:
  Collect stakeholder input from ODOC and county stakeholders. This input will include gathering information for long-term data management, statistical analysis and data reporting needs, including:

  - o Identifying what is working well
  - o Identify what is not working
  - o Identify what is needed currently and in the future

  Part 2:
  Once this gap analysis is completed, the initiative team will move to the second part of the Phase 1 initiative and identify multiple solution options. The team will present these options as multi-tiered solutions based on cost.

Specific actions the agency has taken or plans to take to contain costs and improve programs and service, including realigning/consolidating programs; eliminating or reducing duplication of services or unnecessary processes; and/or proposed statutory, rule, or process changes (data supporting these actions, including estimated savings, should be included);

BUDGET NARRATIVE

Business Strategy

To accomplish its mission, the Oregon Department of Corrections (ODOC) 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 ODOC doors until the day they release. It is a system that supports both the front and back end of ODOC's business.

1. Transition begins at intake when an individualized case plan is developed for each adult in custody (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 opportunities 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 ODOC's business philosophy (the OAM), the agency has completed a full review of agency operations as part of its ongoing strategic planning. From there, ODOC 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.

BUDGET NARRATIVE

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.

Major budget information, including caseloads, fees, construction, unique cost increases/decreases, summary of revenues, proposed changes in revenue sources or fees, and historical and projected spending for programs;

BUDGET NARRATIVE

The Oregon Department of Corrections (ODOC) mission echoes the Oregon Constitution in that the agency protects public safety, holds offenders accountable, both for their crimes and for their behavior within ODOC 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.

ODOC'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. ODOC's Agency Request Budget is based on the April 2020 OEA forecast, which estimates minimal growth or reduction in population over the course of the 2021-23 biennium. The October 2020 OEA forecast will be the basis for the Governor's Balanced Budget, and the April 2021 forecast will inform the Legislatively Adopted Budget caseload for the agency. By statute, Community Corrections must conduct a study every 6 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 is 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, CORE (described above) has led to improved efficiencies and cost savings and has aided 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.

Revenue Discussion

The 2021-23 Agency Request Budget for the Oregon Department of Corrections (ODOC) is financed primarily with General Fund; 92.6 percent from General Fund, 7.3 percent from Other Funds and 0.2 percent from Federal Funds. For 2021-23, Other Fund revenues to fund requested expenditure limitation are projected at $177,410,082 of which $127,185,00 is General Fund Obligation Bonds and $9,744,107 are Transfers In. Federal funds are anticipated for partial reimbursement of the costs to incarcerate illegal aliens and to subsidize ODOC's Debt Service payments.

Other Funds

While not encompassing all other fund revenue, some highlights are:

BUDGET NARRATIVE

<u>Federal Revenues (as Other Funds) $155,683</u>
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.

<u>Other Charges for Services $23,669,481</u>
The principle contributor to this account is the expected revenue from services provided to state or federal agencies and other clients by Adult in Custody (AIC) work crews. Also included are revenues received from services provided by AIC training programs and county supervision fees.

<u>Fines & Forfeitures $650,908</u>
This revenue comes from charges to AICs 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.

<u>Rents & Royalties $342,972</u>
This revenue comes from warehouse space rental, land leases, and easements.

<u>General Fund Obligation Bonds $127,185,000</u>
The sale of General Fund Obligation Bonds will finance a portion of the department's most critical deferred maintenance issues.

<u>Sales Income $3,022,939</u>
Sales Income is derived primarily from non-AIC food sales and sales of AIC-produced products. Also included in this account are surplus property sales, and real property sale proceeds.

<u>Other Revenues $11,501,139</u>
This account includes victim's restitution allocations to maintain the victim's notification program, commissary sales to AICs, and the Correctional Communications Systems Program.

<u>Transfer from Other State Agencies $9,744,107</u>
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 $4,846,812 which is allocated to Oregon counties.

Federal Funds
<u>Federal Funds $4,734,967</u>
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.

<u>Description of programs that are shared with or dependent on other agencies, including both existing programs and new initiatives that require cooperation between affected agencies for effective implementation;</u>

Oregon Corrections Enterprises

Oregon Corrections Enterprises (OCE) is a semi-independent state agency whose administrator reports to the Oregon Department of Corrections (ODOC) Director and is a member of ODOC's Executive Team. The two agencies' missions go together. 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 ODOC, is to promote public safety by providing AICs with work and training opportunities in a self-sustaining organization. Working with ODOC, OCE seeks partnerships with other agencies and private organizations to provide work and training programs for AICs that mirror real-world job experiences. OCE work programs offered in nine of the 14 ODOC facilities currently include: metal, wood, and sign fabrication; commercial laundries; contact centers; garment manufacturing; embroidery; printing; mail fulfillment; graphic design; website remediation; and document scanning.

OCE plays an important role in implementing ODOC's Oregon Accountability Model. Through developing positive work ethics and job skills, OCE assists over 2,600 AICs annually in their transition to productive citizens who contribute to society and to their families. OCE is incorporated into ODOC'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 18 percent.

Summary of proposed legislation affecting agency operations, the status of the legislation, and the budgetary impact;

HB 2047 – Hold or Dispose of Seized Property of Probationers

Overview

Authority to seize property from adults on probation, post-prison supervision (PPS), or parole is provided for in Oregon Administrative Rule 291.028. However, the statutory authority reference originates from Oregon Revised Statute (ORS) 144.404-409, which specifically pertains to individuals on parole and PPS. In practice, agency parole and probation staff have handled or disposed of seized property in accordance with ORS 144.404-409, regardless of whether someone is on PPS, parole, or probation, but the question of authority remains.

A Department of Justice opinion determined the statute does not cover probationers. It was drafted in the early 90s because seized property was piling up in Department of Corrections (DOC) storage and there was no clear legal authority to dispose of it. At the time, probationers were not included because sentencing courts routinely disposed of seized probationer property at the request of DOC during probation violation proceedings.

ORS 133.623 covers DOC's authority to receive, hold, or dispose of property (regardless of offender status), provided it was seized in conjunction with an arrest. However, the process for holding or disposing of the property is different from that listed for PPS or parole in ORS 144.404-409, and would involve the courts.

HB 2047 is needed to amend ORS 144.404-409 to include probationers in the group of adults on supervision for whom DOC is authorized to receive, hold, or dispose of seized property during an arrest or search for a violation of supervision conditions.

Effect of the Legislation

HB 2047 will amend statute to authorize DOC to receive, hold, or dispose of seized property from probationers.

This bill will have no fiscal impact on DOC and public safety partners have shared no concerns with it.■

> **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.**
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HB 2048 – Requires Courts to Provide Set Aside Orders to the Department of Corrections

Overview

Oregon Revised Statute (ORS) 137.225 (4) requires the court to provide a certified copy of any order to set aside record of conviction to the Department of Corrections (DOC) when the person has been in custody of DOC. DOC's Correctional Information System captures records for community corrections supervised offenses. This includes offenses supervised by local control, probation sentences, and offenses for which community corrections solely collected supervision fees for the court.

Additionally, DOC's Offender Information and Sentence Computation Unit (OISC), serves as the central repository for all felony and misdemeanor records for Oregon. DOC has responsibility to process set asides for DOC sentences as well as local control, probation, and offenses for which local control collected fees. OISC receives packets of information from community corrections when an offender completes supervision.

Current statute does not require set aside orders to be sent to DOC unless DOC has had the person in custody, even though DOC has records of the conviction as well as responsibility to process the set aside.

With Oregon's expansive public record laws and the advent of online background check companies, DOC regularly receives calls from former offenders who had their records set aside. While these callers' records were set aside, DOC was never provided a copy of the set aside order from the court. Often, these individuals have lost opportunities for housing, employment, and volunteering in their community.

Legislation is needed to require the courts to provide DOC with all set aside orders approved by the court.

Effect of the Legislation

HB 2048 will prevent former offenders who have complied with supervision and followed all the steps to have their record set aside from missing opportunities that, all but for DOC's records, they would be otherwise entitled.

There is no fiscal impact to DOC. Any fiscal impact to the courts will be minimal if any. According to the Oregon Judicial Department, notices are sent out via email and DOC would be added to current distribution lists. ∎

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Discussion of program or service reductions included in the Governor's budget, 10% reduction options requested by LFO, and information on vacant positions;

DOC

2021 - 2023 Biennium

				Detail of Reductions to 2021-23 Current Service Level Budget								
1	2	3	4	5	6	8	10	12	13	14	15	16
Priority (ranked most to least preferred)		Agency	SCR or Activity Initials	Program Unit/Activity Description	GF	OF	FF	TOTAL FUNDS	Pos.	FTE	Used in Gov. Budget Yes / No	Impact of Reduction on Services and Outcomes
Dept	Prgm/ Div											
1	1	DOC	003 / 010	Close Mill Creek Correctional Facility	(13,090,332)			$ (13,090,332)	(56)	(50.54)	Yes	Closes 7/1/21 - Only Ops and Health Impacted - Cost savings estimated with more work being done to specify across all divisions
2	2	DOC	Various	Close Shutter Creek Correctional Facility	(16,609,903)			$ (16,609,903)	(87)	(87.54)	Yes	Closes 1/1/22 - Various Divisions Impacted
3	3	DOC	Various	Close Warner Creek Correctional Facility	(13,037,973)			$ (13,037,973)	(100)	(99.54)	Yes	Closes 7/1/22 - Various Divisions Impacted
4	1	DOC	Various	OEA October Prison Forecast	(10,688,733)			$ (10,688,733)			Yes	Will be modified again with the 04/21 OEA Forecast
5	1	DOC	009	Eliminate Criminal Fines Account	(4,846,812)			$ (4,846,812)			Yes	Included in GRB, so listed here.
6	2	DOC	009	Eliminate SB395 Jail Reimbursement	(3,764,704)			$ (3,764,704)			Yes	Included in GRB, so listed here.
7	3	DOC	009	Ballot Measure 110 Reduction	(24,531,378)			$ (24,531,378)			Yes	Included in GRB, so listed here.
8	1	DOC	010	Restrict Federal Funds expenditure limitation			(473,498)	$ (473,498)			No	The only significant FF limitation for the agency is related to the federal State Criminal Alien Assistance Program (SCAAP) grant that provides some federal dollars to offset the state cost of incarcerating undocumented adults in custody. To reduce this limitation would simply mean grant funds received would remain unutilized.
9	4	DOC	Various	Close TRCI & EOCI	(83,958,478)	(5,009,011)		$ (88,967,489)	(860)	(856.89)	No	Close TRCI 7/1/22 and EOCI 12/1/22 - Various Divisions Impacted. Additional release authority required. Dates included are provided to hit the 10% reduction target, but more analysis would need to occur if this becomes a real possibility. If the decision were made to close prisons beyond the 3 slated for 2021-23 to hit this target, more discussion would have to take place regarding what is operationally possible based on current capacity, AIC counts, and HR process implmentation for the prior prison closures. Both TRCI and EOCI operate some of our largest AIC work programs through the Oregon Correctional Enterprises (OCE).
10	1	DOC	011	Eliminate all non-mandated programs and treatment	(13,441,871)			$ (13,441,871)			No	Shut down programming 9/1/21 - Significant impact on the menu of in-prison treatment and program options that have a demonstrated positive impact on Oregon's recidivism rate. These programs are a critical part of the overall rehabilitative/restorative element of the department's constitutional mandate. ORS 421.081-421.084 protects (mandates) education and training programs.
								$ -				
								$ -				
								$ -				
					(183,970,184)	(5,009,011)	(473,498)	$ (189,452,693)	(1,103)	(1,094.51)		

10% of 21-23 ARB CSL Target: $ (183,970,184) $ (5,009,011) $ (473,498) $ (189,452,693)

In the appendix, provide the following (if applicable):

- **Results of, and agency responses to, all audits on the agency conducted by the Secretary of State under ORS 297.070 during the current biennium;**
- **Supervisory Span of Control Report from the Department of Administrative Services, Chief Human Resources Office, for agencies with more than 100 employees located at: https://www.oregon.gov/das/HR/Pages/Span.aspx;**
- **Summary of proposed technology and capital construction projects;**
- **Program prioritization for 2021-23 (from 107BF23)**
- **Other Funds ending balance form.**

Office of the Secretary of State

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Department of Corrections
2575 Center Street NE
Salem, Oregon 97301-4667

Dear Ms. Peters:

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2019. This audit work was not a comprehensive financial audit of the department, but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2019, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

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

Our consideration of internal control was for the limited purpose described above and was not designed to identify all deficiencies in internal control that might be material weaknesses and therefore, material weaknesses may exist that have not been identified. We did not identify any deficiencies in internal control we consider to be material weaknesses; however, we identified an issue we wanted to bring to management's attention.

Other Issue

During the course of our audit, we became aware of the matter below that is considered an opportunity for strengthening internal controls. This matter does not require a written response from management.

We inquired about projects reported as construction in progress for which no new costs were incurred during the fiscal year. As a result, seven projects with costs totaling $3.8 million were identified that were completed and placed into service during the fiscal year. These costs should have been reclassified to other capital asset accounts so the assets could begin to be depreciated. The department should periodically review the status of projects reported as construction in progress to ensure projects are properly reported in the financial records. This issue was also noted in the prior year audit and was communicated in the management letter to the department dated January 4, 2019.

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

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Kelly Olson, Audit Manager or Kari Mott, Principal Auditor at (503) 986-2255.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Heidi Steward, Deputy Director
       Steve Robbins, Chief Financial Officer
       Adrianne O'Connor, Financial Services Administrator
       Eli Ritchie, Internal Audit Administrator
       Katy Coba, Director, Department of Administrative Services

Office of the Secretary of State

Bev Clarno
Secretary of State

Jeff Morgan
Interim Deputy Secretary of State

Audits Division

Kip R. Memmott, MA, CGAP, CRMA
Director

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

503-986-2255

February 27, 2020

Colette Peters, Director
Oregon Department of Corrections
2575 Center St NE
Salem, OR 97301

Dear Ms. Peters:

We have completed a review of the Department of Corrections (DOC) use of the State P-Card of Oregon Transaction System (SPOTS). Our review was part of a periodic review of SPOTS card transactions at state agencies. The purpose of the review was to verify the department had established and implemented internal controls for SPOTS cards in accordance with the Oregon Accounting Manual (OAM) and that SPOTS card purchases complied with OAM requirements.

Procedures

Prior to reviewing transactions, we gained an understanding of SPOTS and the applicable sections of the OAM. SPOTS cards are state-sponsored credit cards that agencies may use to procure and pay for goods and services. The program saves the state time and money because it reduces the need for agencies to issue purchase orders as banks and merchants process most of the paperwork. Agencies that use a SPOTS card to pay for goods and services must follow the Public Contracting Code. In addition, an agency must not use a SPOTS card to avoid the requirement to use a state price agreement.

We obtained a download of all SPOTS transactions for DOC for the period May 7, 2018 to May 3, 2019. We selected 30 monthly statements from DOC issued SPOTS cards that indicated a higher risk for misuse or inappropriate purchases. We verified each transaction on each statement agreed to supporting documentation, was in accordance with OAM and department policies, and was an appropriate use of state resources. These 30 statements comprised 661 separate transactions totaling approximately $1.6 million in expenditures. When necessary, we requested additional information and asked follow up questions of DOC staff.

Results

We found that DOC had established controls as required by the OAM, purchases were appropriately documented, and expenditures were an appropriate use of state resources.

The purpose of this letter is solely to describe the scope of our review and the results of the procedures performed. Because this was a limited review, we were not required to and did not follow generally accepted government auditing standards.

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

Sincerely,

Office of the Secretary of State, Audits Division

cc: Steve Robbins, DOC Chief Financial Officer
        Adrianne O'Connor, DOC Financial Operations Administrator
        Eli Ritchie, DOC Chief Audit Executive

Office of the Secretary of State

Bev Clarno
Secretary of State

Jeff Morgan
Interim Deputy Secretary of State

Audits Division

Kip R. Memmott, MA, CGAP, CRMA
Director

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

503-986-2255

December 23, 2020

Collette S. Peters, Director
Department of Corrections
2575 Center Street NE
Salem, Oregon 97301-4667

Dear Ms. Peters:

We have completed audit work of selected financial accounts at your department for the year ended June 30, 2020. This audit work was not a comprehensive financial audit of the department but was performed as part of our annual audit of the State of Oregon's financial statements. We audited accounts that we determined to be material to the State of Oregon's financial statements.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements of the State of Oregon as of and for the year ended June 30, 2020, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, we considered the department's internal control over financial reporting as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements of the State of Oregon, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. Accordingly, we do not express an opinion on the effectiveness of the department's internal control.

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

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

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

We appreciate your staff's assistance and cooperation during this audit. Should you have any questions, please contact Kelly Olson, Audit Manager or Kari Mott, Principal Auditor at (503) 986-2255.

Sincerely,

Office of the Secretary of State, Audits Division

cc: Heidi Steward, Deputy Director
       Steve Robbins, Chief Financial Officer
       Eli Ritchie, Internal Audit Administrator
       Katy Coba, Director, Department of Administrative Services

Agency Span of Control as of December 31, 2020 @ 12:00 PM

Agency	Agency Max Supervisory ratio	Total # EEs *	Total # Non-supervisory EEs	÷	Total # Supervisory EEs	Total # EEs not assigned a Representation **	1	:	Adjusted Actual Ratio	Actual ratio
Bureau of Labor and Industries	(1:8)	118	104	÷	14	0	1	:	7	7.43
Department of Administrative Services	(1:10)	1043	949	÷	94	0	1	:	10	10.10
Department of Agriculture	(1:8)	801	750	÷	51	0	1	:	15	14.71
Department of Consumer and Business Services	(1:11)	994	911	÷	83	0	1	:	11	10.98
Department of Corrections	(1:10)	5274	4819	÷	454	1	1	:	11	10.61
Department of Environmental Quality	(1:10.25)	820	751	÷	69	0	1	:	11	10.88
Department of Fish and Wildlife	(1:6)	1399	1213	÷	186	0	1	:	7	6.52
Department of Human Services	(1:8.39)	10800	9810	÷	981	9	1	:	10	10.00
Department of Justice	(1:11.88)	1602	1478	÷	122	2	1	:	12	12.11
Department of Public Safety Standards and Training	(1:27)	418	400	÷	15	3	1	:	27	26.67
Department of Revenue	(1:11)	1117	1026	÷	91	0	1	:	11	11.27
Department of State Lands	(1:8)	140	129	÷	10	1	1	:	13	12.90
Department of Transportation	(1:11)	5596	5166	÷	430	0	1	:	12	12.01
Employment Department	(1:11)	2624	2432	÷	192	0	1	:	13	12.67
Forestry Department	(1:7)	1901	1726	÷	174	1	1	:	10	9.92
Higher Education Coordinating Commission	(1:7)	157	138	÷	19	0	1	:	7	7.26
Oregon Business Development Department	(1:9)	151	137	÷	14	0	1	:	10	9.79
Oregon Department of Education	(1:9)	975	884	÷	88	3	1	:	10	10.05
Oregon Health Authority	(1:8.6)	5281	4829	÷	452	0	1	:	11	10.68
Oregon Housing and Community Services	(1:9)	242	216	÷	26	0	1	:	8	8.31
Oregon Liquor Control Commission	(1:11)	421	391	÷	30	0	1	:	13	13.03
Oregon State Department of Police	1:12	1507	1373	÷	131	3	1	:	10	10.48
Oregon Youth Authority	(1:9)	1069	969	÷	100	0	1	:	10	9.69
Parks and Recreation Department	(1:8)	913	828	÷	85	0	1	:	10	9.74
Public Employees Retirement System	(1:10)	420	385	÷	35	0	1	:	11	11.00
Public Utility Commission of Oregon	(1:5)	132	112	÷	20	0	1	:	6	5.60
State of Oregon Military Department	(1:10)	597	544	÷	53	0	1	:	10	10.26
Water Resources Department	(1:8)	185	168	÷	17	0	1	:	10	9.88
Veteran Affairs		105	89	÷	16	0	1	:	6	5.56

* This total number includes positions which were flagged by Workday as NOT having a Repr code assigned. Each position was reviewed and assigned to a supervisory or non supervisory category.

** These numbers are showing up in Workday as not having a Repr code assigned. They were reallocated to a supervisory or non-supervisory category and folded into the Total on column C.

Ratio within Maximum supervisory ratio

Ratio not within Maximum supervisory ratio

Major Information Technology Projects/Initiatives

The Oregon Department of Corrections (ODOC) is putting forth six primary Information Technology related initiatives in the 2021-23 Agency Request Budget. Each of these has a Business Case submitted to the Office of State Chief Information Office. These initiatives are proposed in six separate Policy Option Packages:

- POP 204 – Opioid Prevention - Full Body Scanners
- POP 208 – ISDS Replacement (Denied in the Governor's budget)
- POP 214 – Mail Room Centralization – Mail Scanners
- POP 225 – Electronic Health Records
- POP 228 – Off-net Telephone Infrastructure Replacement
- POP 229 – AIC Computing Platform Modernization

Capital Construction

Program Description

Purpose

This program includes the purchase of land, buildings, support systems, and equipment/information technology-related projects. New building/equipment and 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 6 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 the below policy option packages:

Package 204 – Opioid Overdose Prevention: Body Scanners: This package seeks funding for eight full body scanners at eight institutions to scan for illicit drugs as part of the agency opioid overdose prevention initiative.

Package 206 – OSPM Training/Recruitment Center: This proposal seeks funding to retrofit the Oregon State Penitentiary Minimum to reach the goal of an environment for world class training. The proposal also supports the opportunity to combine the department's Recruitment Unit as well as to establish a full-time instructor staffing model.

Package 214 – Mailroom Centralization: This package seeks funding for devices to scan mail for illicit drugs and substances dangerous to mailroom staff handling the incoming AIC mail as part of the agency opioid overdose prevention initiative.

Package 215 – Capital Renewal: The Faithful & Gould assessment of 16 Oregon Department of Corrections (ODOC) facilities shows a current need (through 2020) in excess of $259 M (including a 52 percent mark-up). ODOC is requesting $112,254,229 to address capital items in seven categories at 17 institutions and support sites.

Package 221 – Distribution Equipment: Distribution Services runs a fleet of vehicles that includes both tractors, trailers, and delivery trucks. Most of these vehicles are almost 20 years old and in poor condition affecting the safety of the drivers and the public while on the road. ODOC is requesting $1,325,000 for the purchase of replacement vehicles.

Package 228 – Off-Net Telephone Infrastructure: This package will replace and standardize the phone systems at the ODOC institutions to remove aging equipment, allow centralized management and ensure every institution has secure phone systems suitable for the security environment.

Policy Package 229: AIC Computing Platform Modernization. This package will modernize and expand the AIC computing platform to continue to meet statutory requirements as well as expanding educational opportunities for the AIC population.

Policy Package 230: Skype Videoconferencing to Teams Upgrade. This package will modernize the conference rooms in the fourteen institutions

and multiple administrative sites to enable a native Microsoft Teams solution for teleconferencing, enabling advanced collaboration and better supporting of increased teleworking.

Policy Package 247: Opioid Overdose Prevention: TruNarc - This package seeks funding for six portable devices to analyze unknown substances for illicit drugs or materials harmful to staff and AICs as part of the agency opioid overdose prevention initiative.

Projects requested for 2021-23 financing are summarized in the following table:

2017-19 Proposed Projects	Number of Beds	Agency Request
#204 – Opioid Overdose Prevention: Body Scanners	-0-	$1,042,000
#206 – OSPM Training and Recruitment Center	-0-	$4,529,955
#214 – Mailroom Centralization	-0-	$1,451,752
#215 – Capital Renewal	-0-	$112,254,229
#221 – Distribution Equipment	-0-	$1,325,000
#228 – Off-Net Telephone Infrastructure Replacement	-0-	$3,602,206
#229 – AIC Computing Platform Lifecycle Replacement	-0-	$442,204
#230 – Skype Video to Microsoft Teams Upgrade	-0-	$762,200
#247 – Opioid Overdose Prevention: TruNarc	-0-	$161,796
Total	**-0-**	**$125,571,342**

PROGRAM PRIORITIZATION FOR 2021-23 CSL

Agency Name:	Oregon Department of Corrections																	
2021-23 Biennium									Agency Number:	29100								

Agency-Wide Priorities for 2021-23 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	681,890,404	875,915	-	-	-	$ 682,766,319	2,618	2,611.68	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	62,819,887	972,940	-	-	-	63,792,827	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	178,205,438	774,404	-	4,734,976	-	183,714,818	359	351.61	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation
4	4	DOC	PP	Institution Physical Plant		5	94,108,779	33,155	-	-	-	94,141,934	198	198.00	N	Y	C,S,FM	Oregon Constitution Art I Sec 16;'ORS 423.020 (d)	Clean, safe institutions	Extraordinary medical inflation. Moved from Correctional Services to HS.
5	2	DOC	BHS	Behavioral Health Services		5	51,094,936	-	-	-	-	51,094,936	169	167.94	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation
6	3	DOC	A&D	Alcohol & Drug Treatment		0	7,589,234	-	-	-	-	7,589,234	-	-	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation. Moved from Correctional Services to HS.
7	2	DOC	OISC	Offender Information Sentence Computation	11	5	15,419,754	-	-	-	-	15,419,754	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
8	4	DOC	PHARM	Pharmacy		5	53,719,399	-	-	-	-	53,719,399	27	26.34	N	Y	C,FM	See text box on Health Services	See text box below	Extraordinary medical inflation
9	3	DOC	LL	Institution Legal Library		5	2,758,646	-	-	-	-	2,758,646	13	13.00	N	Y	FM		Right to challenge the conditions of confinement and details of conviction	Standard inflation & forecast caseload impacts
10	5	DOC	INTAKE	Intake & Assessment	1,2,10	5	5,851,470	-	-	-	-	5,851,470	23	23.00	N	N	0			Standard inflation
11	5	DOC	DENT	Inmate Dental Services		5	20,674,975	-	-	-	-	20,674,975	60	55.88	N	Y	C,FM	See text box below	See text box below	Extraordinary medical inflation
12	11	DOC	OPS- Admin	Administration - Statewide		5	5,927,480	2,203,548	-	-	-	8,131,028	10	10.00	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
13	9	DOC	IAS	Institution Administration & Support		5	35,415,303	913,986	-	-	-	36,329,289	141	141.00	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
14	1	DOC	CCG	Grants to Counties	3	5	255,743,635	809,461	-	-	-	256,553,096	-	-	N	Y	S	ORS 423.505		Standard inflation & forecast caseload impacts
15	2	DOC	CCG	Opt-Out Counties	3	5	22,950,651	1,824,773	-	-	-	24,775,424	63	63.00	N	Y	S	ORS 423.505		Standard inflation & forecast caseload impacts
16	5	DOC	TPT	Operations Security Admin - Inmate Transport - Statewide		5	20,801,410	104,694	-	-	-	20,906,104	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
17	3	DOC	OPM	Office of Population Management	2,3,5,7,8,9	5	2,593,605	-	-	-	-	2,593,605	8	8.00	N	N	S	ORS 181.800-801	Mandates sex offender assessment prior to release	Standard inflation
18	10	DOC	OPS-CS	Central Services		5	1,115,750	785,805	-	-	-	1,901,555	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
19	3	DOC	CCG	Comm Corrections Admin	3	5	20,869,187	4,853,916	-	-	-	25,723,103	9	9.00	N	Y	S	ORS 423.505		Standard inflation
20	6	DOC	ISS	Institution Rehabilitation Services (Counseling)	10	5	31,898,950		-	-	-	31,898,950	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
21	6	DOC	ADED	Education & Training	2,3,10	5	15,170,863	3,445,563	-	-	-	18,616,426	7	7.00	N	Y	C, S			Standard inflation
22	7	DOC	IWPA	Institution Inmate Work Programs	1, 5	5	3,723,909	13,244,512	-	-	-	16,968,421	37	37.00	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

PROGRAM PRIORITIZATION FOR 2021-23 CSL

Agency Name:	Oregon Department of Corrections																	
2021-23 Biennium											Agency Number:	29100						

Agency-Wide Priorities for 2021-23 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																			
23	4	DOC	TR	Reentry and Release	3,10,11	5	12,903,411	51,891	-	-	-	12,955,302	44	44.00	N	N	S			Standard inflation
24	1	DOC	OMR	Correctional Services Admin	2,3,10.11	5	2,512,738	258,954	-	-	-	2,771,692	6	6.00	N	N	0			Standard inflation
25	7	DOC	RS	Religious Services & Restorative Justice	10	5	7,704,273	987,083	-	-	-	8,691,356	27	27.00	N	N	FM	Religious Land Use and Institutionalized Persons Act of 2000	Provide access to religious activities	Standard inflation
26	8	DOC	InS	Program Services	1,2,3,10	5	8,993,027	6,035,937	-	-	-	15,028,964	15	15.00	N	N	0			Standard inflation
27	8	DOC	ACT	Institution Inmate Activities	4,7	5	5,052,512	-	-	-	-	5,052,512	23	23.00	N	Y	C,S,FM	Oregon Constitution Article I Sec 16; ORS 423.020 1 (d); Case law based on the 8th Amendment US Constitution	Access to exercise	Standard inflation & forecast caseload impacts
28	10	DOC	OBUS	Program & Business Services		5	1,855,510	-	-	-	-	1,855,510	6	6.00	Y	Y	0			Standard inflation
29	4	DOC	CCG	Interstate Compact	3	5	1,059,586	-	-	-	-	1,059,586	4	4.00	N	N	S, FM	ORS 423.505		Standard inflation
30	1	DOC	CI	Capital Improvements		5	3,057,869	-	-	-	-	3,057,869	-	-	N	N				Standard inflation
31	9	DOC	ICA	Inmate & Community Advocacy	1,3,8,9,10,11,12	5	1,567,492	-	-	-	-	1,567,492	3	3.00	N	N	FM			Standard inflation
NR		DOC	DO	Director's Office		5	1,759,807	92,509	-	-	-	1,852,316	4	4.00	N	N				Standard inflation
NR		DOC	IA	Internal Audits		5	866,367	-	-	-	-	866,367	3	3.00	N	N				Standard inflation
NR		DOC	AO	Agency-wide Overhead		5	77,861,666	374,849	-	-	-	78,236,515	-	-	N	N				Pricelist growth
NR		DOC	RO	Research & Projects Office		5	2,999,502	-	-	-	-	2,999,502	9	9.00	N	N				Standard inflation
NR		DOC	OPB	CFO - Planning & Budget		5	3,240,485	-	-	-	-	3,240,485	10	10.00	N	N				Standard inflation
NR		DOC	IGA	Inspector General - Admin		5	3,192,552	-	-	-	-	3,192,552	10	10.00	N	N				Standard inflation
NR		DOC	SIU	Inspector General - Special Investigations		5	7,848,074	-	-	-	-	7,848,074	26	26.00	N	N				Standard inflation
NR		DOC	HRGS	Inspector General - Hearings		5	5,380,553	-	-	-	-	5,380,553	21	21.00	N	N				Standard Inflation
NR		DOC	IPM	Inspector General - Inmate Phone System		5	-	586,136	-	-	-	586,136	3	3.00	N	N				Standard Inflation
NR		DOC	COM	Office of Communications	11	5	2,037,115	-	-	-	-	2,037,115	7	7.00	N	N				Standard Inflation
NR		DOC	FISC	CFO - Fiscal Services		5	16,163,493	530,751	-	-	-	16,694,244	65	63.72	N	N				Standard inflation
NR		DOC	FACS	Facility Services	6	5	24,112,770	1,323,675	-	-	-	25,436,445	36	36.00	N	N				Standard inflation
NR		DOC	DS	Distribution Services		5	9,483,557	8,780,666	-	-	-	18,264,223	64	63.66	N	N				Standard inflation
NR		DOC	ITS	Information Technology Services		5	28,928,933	185,211	-	-	-	29,114,144	81	81.00	N	N				Standard inflation
NR		DOC	GS-AD	Assistant Director - Administrative Services		5	773,086	20,650	-	-	-	793,736	2	2.00	N	N				Standard inflation
NR		DOC	HRSD	Human Resources	13	5	23,355,637	19,129	-	-	-	23,374,766	83	82.50	N	N				Standard inflation
NR		DOC	DS	Debt Service		5	99,822,450	-	-	-	-	99,822,450	-	-	N	N				Biennialized growth for prior sales
NA		DOC	CAPC	Capital Construction		5	-	-	-	-	-	-	-	-	N	N				0
							$ 1,942,876,130	$ 50,090,113	$ -	$ 4,734,976	$ -	$ 1,997,701,219	4,702	4,678.34						

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

2019-21 OTHER FUNDS ENDING BALANCES

Agency: Department of Corrections
Contact Name: Shawn Range
Contact Phone: 503-930-7271

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)		(i)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	Actual 2019-21 Beginning Balance	2019-21 Ending Balance			Comments
						In LAB	Current Est.	Difference	
Limited	003 - Operations	00401 - General Fund	Operations		1,642,844	(797,866)	414,767	(1,212,633)	Primarily Inmate Welfare Fund (IWF) activities that are statutorily restricted. Due to COVID, spending activity is anticapted to be slower than originally forecast.
Limited	003 - Operations	00688 - State Prison Work Programs	Operations	ORS421.442(1)	2,669,131	2,314,493	1,566,619	747,874	Inmate Work Programs (IWP) are statutorily restricted. Due to COVID IWP program have slowed significantly reducing the revenue generation in this line. There could be some delayed revenue in this line for FEMA fire fighting.
Limited	004 - Central Administration	00401 - General Fund	Central Administration		4,286,288	301,164	6,217,881	(5,916,717)	The spending patterns in this line are changing related to the new Correctional Communication System (CCS) contract. With the significant loss of OF commission revenue this biennium, DOC purposely built up cash in anticipation of supporting IWF programs until new potential revenue sources can be established (or contracts and other expenditures can be reduced). Again, this is almost entirely Inmate Welfare Fund which is statutorily restricted.
Limited	006 - Administrative Services	00401 - General Fund	Administrative Services		573,468	2,173,960	1,422,061	751,899	Revenues have not come in as high as originally anticiapted.
Limited	010 - Health Services	00401 - General Fund	Health Services		312,533	9,774	9,774	0	Primarily for AIC reimbursed medical procedures. Revenues will be offset by expenditures in this account.
Limited	009 - Community Corrections	00401 - General Fund	Community Corrections		1,800,828	736,654	736,654	0	Awaiting COVID resolution before modifying further. Expenditures anticipated to slightly outpace revenue for the remainder of the biennium. Existing cash will cover.
Limited	011 - Correctional Services	00401 - General Fund	Correctional Services		1,177,568	886,328	800,445	85,883	Anticipate using some of the balance to cover expenditures no longer subsidized by the Correctional Communication System (CCS) contract.
Limited	011 - Correctional Services	00688 - State Prison Work Programs	Correctional Services	ORS421.442(1)	537,339	24,714	24,714	0	Awaiting COVID resolution before modifying further. Revenues and expenditures are projected to be equivalent. Excess cash is statutorily restricted for Inmate Work Programs.
								0	
								0	
					12,999,998	5,649,221	11,192,915	(5,543,694)	

Objective: Provide updated 2019-21 Other Funds ending balance information.
Instructions:

Column (a): Select one of the following: Limited, Nonlimited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.

Column (b): Select the appropriate Summary Cross Reference number and name from those included in the 2019-21 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (i)).

Column (c): Select the appropriate, statutorily established Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the working title of the fund or account in Column (i).

Column (d): Select one of the following: Operations, Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (i)), specify the number of months the reserve covers, the methodology used to determine the reserve amount, and the minimum need for cash flow purposes.

Column (e): List the Constitutional, Federal, or Statutory references that establishes or limits the use of the funds.

Columns (f): Use the 2017-19 actuals ending balance to report true beginning balance for 2019-21.

Columns (g): Use the appropriate, audited amount from the 2019-21 Legislatively Approved Budget.

Column (h): Provide updated ending balances based on revised expenditure patterns or revenue trends due to changes in programs or activities that have occurred to date.

Column (i): **Please provide reasons for changes in balances previously reported including changes to Other Fund revenues. Please include assumed impacts you believe are attributable to the Covid-19 pandemic.**