

Dept. of
Corrections
Overview

10-4-91

DRAFT

Honorable Legislators:
Mark Moyer, Representative
Steve Frank, Senator
Nilo Koponen, Representative
Mike Miller, Representative
Tom Moyer, Representative
Bert Sharp, Representative

Dear Legislators:

Thank you for your letter of August 30, 1991 expressing interest in our new food management system. When I was appointed Commissioner of Corrections it became clear that an improved food service program was needed because the cost per meal compared to other institutions was not realistic. There are many reasons for high costs such as the procurement and inventory system; however we are in the process of developing a comprehensive management system to address all areas of the food service program. The interrelationship between the various functions and how they are organized can have as much impact on the bottom line cost as the unit price for a food item.

To answer your questions in order, I offer the following:

1. What are the problems with the current system which necessitate a change?

There are several problems, which equate into cost, that are the result of both the internal and the current external procurement system. Looking at the entire situation we have identified the following areas that are not cost effective in today's market place:

- A. The current system of "line item bidding" on a quarterly basis requires about five months lead time to process and an intense labor effort. See attached "Food Purchasing Process".
- B. The system requires an excessive number of deliveries to the facilities where security is always a concern.
- C. Because the orders are processed quarterly, large warehouses are needed. In addition, extra staff is necessary to maintain the large inventories.
- D. Produce, because of its perishable nature is bid weekly by each facility, which doesn't always guarantee a predictable supply nor offer competitive pricing.
- E. The lead time for orders creates the problem of not always being able to predict what will be needed which

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requires buying small amounts of products at high retail prices. See attached "Food Vendors Utilized".

F. A data processing system is needed to automate the ordering, inventory, menu compliance, and accountability for the entire Department of Corrections. Currently, there isn't a system tying the department together. This is essential in order to centrally manage the complete food service function.

2. How will "Sole Source" purchasing, even if done by category, save the Department money? What empirical data does the Department have which demonstrates the potential savings over time?

By having yearly contracts for several products, rather than "line item bidding", will augment our new system in several beneficial ways:

A. Improve labor utilization in terms of order preparation, warehousing/storekeeping, and the number of deliveries.

B. Cut down on the need to purchase small amounts of products at retail or at uncompetitive prices. Because virtually all items will be included in the contracts, most purchases will be at very competitive prices.

C. The expected bottom line cost should dramatically improve using this method. Two examples of possible savings: 1. The Alaska Pioneer Homes, managed by ARA Services, shows in excess of 20% savings compared to our costs. They use a single source yearly contract approach. 2. The State of Washington Department of Corrections has used a "one stop shop" approach for several years with good results. Their food cost per day is actually 20% lower than it was ten years ago. In the last fiscal year they showed a cost per day of \$2.46 which is about one third of our average cost. Even after taking into consideration our higher labor and freight costs the possible saving are substantial. Their analysis for the last ten years shows a cumulative cost avoidance from their efforts of \$23,418,713.00. See attached "Combined Action Foodstuff Economy Program".

3. What is the predicted amount of savings for the DoC and how was this figure derived?

The total expected savings over a three year period is in excess of 20% or approximately \$938,000.00 per year. The majority of the savings will come from lower costs for raw food and food related products [79%] and better utilization of employees [21%]. Based on the comparison with the State of Washington and the Alaskan Pioneer Homes our estimated savings are conservative.

4. Because no one vendor usually wins all the line items with the current system, how is it possible that awarding the entire contract to a single source would mean a savings to DoC?

There are several possible reasons, the most common answer to that question is because it is a one time order it isn't cost effective to bid on items that aren't currently being stocked. What seems to happen from a users perspective is vendors tend to bid products that they have in stock that may not be moving well or a product they can obtain at a good price. Because we receive so many different products from so many vendors it is difficult to track the yield value of all of them. Experience has shown that the current system is extremely difficult to manage in terms of products meeting our specifications. The reason why the State of Washington Dept. of Corrections and several other both governmental and non-government organizations are using this method is the difficulty of management as well as the lower unit costs. The "one stop shop" also solves the weekly bidding problem mentioned above.

5. Answered under question # 4.

6. Under the current system, the lowest bid price per item is set for a period of three months. If, as proposed under the new system, prices are allowed to fluctuate monthly, or weekly as proposed with meat for example, how would this save the department money?

Because markets fluctuate constantly, a "cost plus management fee" approach allows a vendor to charge a price that is in line with the current market. Otherwise, in order to protect themselves they must either build in a safety factor or purchase all the products at once, both add to the unit cost. Perishable products such as produce are particularly sensitive to market change and are considerably more cost effective when purchased using a cost plus approach.

7. Currently, the bid price of an item to the DoC is the firm final price, including delivery to the door of the facility being serviced. If, as included in the new proposal, freight cost adjustments allowed monthly how would this result in savings to the Department? How would this be monitored? Would the additional personnel time in reviewing and approving freight rate changes result in overall cost increases?

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The new system would also stipulate delivery to the door of the facility but because it is a yearly contract a mechanism for freight rate increases/decreases would be included. A change in freight rates would be allowed monthly with documentation. My experience, in most years, is there are few rate changes. If a vendor felt a rate increase was justified a petition would have to be made along with proper documentation. To make sure abuse does not occur the state would reserve the right to reject the petition because of unacceptable documentation and stipulate a carrier of their choice if a better rate is available. Monitoring the freight rates is not expected to be a significant cost factor.

8. What effect would allowing the vendor's invoice costs to fluctuate monthly have on total costs?

As mentioned before it is difficult to predict prices a year in advance. Allowing prices to fluctuate avoids forcing the vendor to build in a safety factor for price increases or purchasing a year in advance. The trend, especially with today's data processing techniques, is to use a cost plus approach which can be audited more easily than in the past.

9. What effect would weekly deliveries have on the labor cost component of commodity prices and how would it affect the total cost of a commodity?

Weekly orders rather than quarterly ones will allow the facilities to maintain smaller inventories which reduces labor as well as warehousing costs. By bidding categories there should be less total deliveries and better overall freight costs.

10. What is the security cost to a facility due to increased deliveries?

The new system should have less deliveries than before if you take into consideration that currently produce is "line item bid" weekly at most facilities. The possible security problems during deliveries is a bigger concern than the cost. We don't foresee added security cost due to the new system.

11. What is the estimated cost of an external auditor that is proposed to monitor the winning vendor's records and how is it reflected?

The cost will vary depending on the final number of contractors. Our estimate is \$ 3,000.00 per contract per year. With nine contracts, the cost would be \$ 27,000.00. The current thinking is to have three food categories and three zones. The exact program has not been finalized so the structure may change slightly. There is the possibility, due to a problem with a contract, that more extensive auditing might be necessary. The worst case estimate is \$ 36,000.00 per year.

12. How have rebates been accounted for in the projections and how can the auditor insure that the state receives the benefits from them?

There are several types of rebates which come and go with promotions. Generally, there are two types, 1. Distributor Rebates and 2. End User Rebates. A yearly contract lends itself well to End User Rebates because the same products are used for a period of time and manufacturers try to use these to sell their products to the user. The distributor type are not as easy to be aware of unless mention is made on the vendor's original purchase invoice. The best assurance that the state receives the benefits from them is to employ auditors that are familiar with the food business. It is not predictable what promotions will be available in the upcoming year so rebates have not been factored in to the projections.

13. What does the term "reasonable" mean in relation to the use of Alaskan made products by the vendor?

The State of Alaska has an Alaska bidders preference for Alaskan companies and a preference for Alaskan made products which will of course be honored. In addition, every reasonable effort will be made to seek out products that have an Alaskan origin and are cost effective. Specifications will be reviewed to make sure that they don't exclude Alaskan products. If it is necessary to modify specifications in order to include Alaskan made value added products then those measures will be taken. In other words, it is our intention to go out of the way, if necessary, to support Alaskan Industries.

14. What is the anticipated economic effect in terms of lost employment and dollars from local vendors, especially wholly owned Alaska businesses not participating in these procurements?

We estimate little if any impact on employment because the same amount of products will be used. It will still require people to handle and transport products. At our

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facilities we will be able to better utilize personnel. To put the Department of Corrections in perspective, we account for about .6% of the combined retail and institutional market. Our estimate of the total market is around seven hundred eighty million and last year we purchased four million seven hundred thousand. With the current approach, derived from the task force, of having three regions and three food categories there should be a great deal of competition. Under this scenario both large and small vendors can compete on one or all of the contracts. We feel this approach is fair and consistent with state regulations. It is time, based on the before mentioned research, for the department to make the logical changes necessary to give the citizens of Alaska the most efficient service possible.

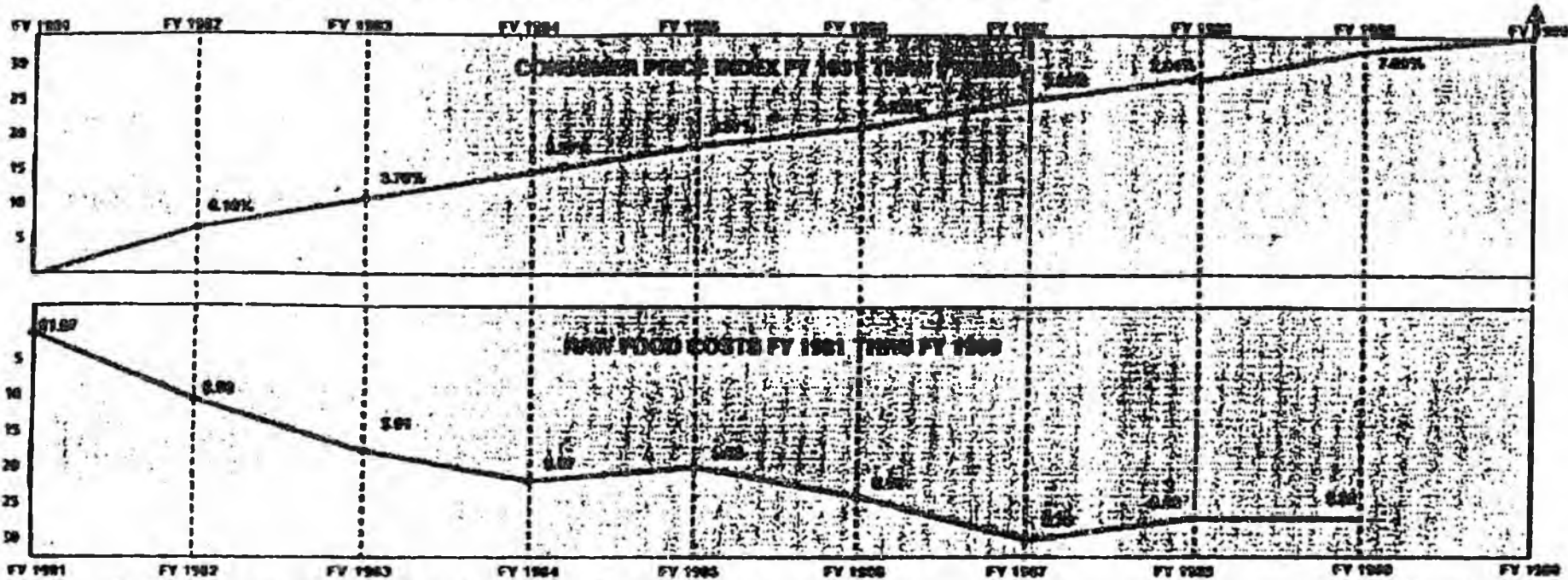
If I can be of further assistance please ask.

Sincerely,

Lloyd Hames
Commissioner, Dept. of Corrections

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STATE OF WASHINGTON
DEPARTMENT OF CONNECTIONS
COMBINED ACTION FOODSERVICE ECONOMY (CAFE) PROGRAM
ANALYSIS OF RAW FOOD COST REDUCTIONS VERSUS CONSUMER FOOD PRICE INDEX INCREASES



	FY 1981	FY 1982	FY 1983	FY 1984	FY 1985	FY 1986	FY 1987	FY 1988	FY 1989
Total Raw Food Cost Per Fiscal Year	\$4,817,618	\$5,272,524	\$5,918,021	\$6,118,425	\$6,506,185	\$6,185,247	\$5,870,833	\$5,816,544	\$6,138,844
Cost Reduction per FY as Compared to Base FY 1981		\$484,213	\$1,040,531	\$1,408,075	\$1,315,858	\$1,080,478	\$1,971,221	\$1,737,808	\$1,823,773
Cumulative Cost Reduction		\$484,213	\$1,524,744	\$2,938,818	\$4,243,677	\$5,850,153	\$7,821,374	\$9,558,880	\$11,382,753
Consumer Price Index Increases		+6.15%	+3.70%	+3.27%	+3.37%	+2.23%	+3.83%	+2.84%	+7.02%
Raw Food Cost FY 81 Plus CPI Increases		\$1.13	\$1.18	\$1.22	\$1.26	\$1.29	\$1.33	\$1.37	\$1.47
CPI Plus FY 81 Base Estimated Cost Increases		\$8,078,584	\$7,873,818	\$8,577,055	\$9,211,803	\$8,482,189	\$9,088,082	\$9,416,345	\$10,884,240
Minus Actual Costs Per FY		\$5,272,524	\$5,918,021	\$6,118,425	\$6,506,185	\$6,185,247	\$5,870,833	\$5,816,544	\$6,138,844
Cost Avoidance Per FY		\$807,040	\$1,755,887	\$2,488,630	\$2,784,618	\$3,208,952	\$3,828,188	\$3,789,801	\$4,055,405
Cumulative Cost Avoidance		\$807,040	\$2,562,937	\$5,023,567	\$7,728,385	\$10,935,337	\$14,763,506	\$18,553,308	\$23,418,713

DEPARTMENT OF CORRECTIONS

FOOD PURCHASING PROCESS

Quarterly bids:

- Day #1: The Anchorage Supply Officer distributes a memo to the Administrative Officer at each correctional facility. They are given a three week period to process their quarterly meat and grocery orders. They are instructed to submit their requests to the Director of Institutions no later than the twenty-second (22) day.
- Day #2 thru #22: The Administrative Officer instructs the facility's food service manager to prepare their request using the standard order forms. A purchase requisition is also prepared reflecting the estimated dollar amount. Necessary signatures are obtained and the package is forwarded to the Director of Institutions for review and approval.
- Day #23 thru #30: The Director of Institutions reviews and approves the requests. The purchase requisitions are forwarded to the Anchorage Supply Officer for further processing.
- Day #31: Supply Officer prepares a spreadsheet that reflects the quantities of meats required by each correctional facility and telefaxes a copy to the ACI Meat Plant. The Meat Plant must determine what products they will be able to provide.
- Day #32 thru #39: ACI Meat Plant notifies the Supply Officer which products they will be able to provide.
- Day #40: The Supply Officer notes on the order forms which items will be provided by the ACI Meat Plant and delivers the purchase requisitions to General Services and Supply.
- Day #41 thru #63: General Services and Supply issues purchase orders to the ACI Meat Plant. They also prepare the bid for the remainder of the meat items and all grocery items.
- Day #64: The bid is sent to all vendors on the state bid list. Vendors have twenty-one (21) days to submit their bids.
- Day #86: Bids are opened.
- Day #87 thru #89: Bids are evaluated to determine the ranking and responsiveness of the vendors.
- Day #90: A Notice of Intent to Award a Contract form is sent to each responsive and responsible vendor. Each vendor is given ten (10) days to protest the award of the contract.

Day #100 If no protests are received, Purchase Orders are issued to the
thru lowest responsive and responsible vendor for each line item.
#110

Day #110 Vendors are given anywhere from thirty (30) to forty-five (45)
thru days to make deliveries. (Facilities are given the option of
#155 having items delivered on a monthly basis to ease storage
problems.)

Note: The above schedule is an estimate only, and was prepared by using the
average processing time of past orders.

Weekly purchases of produce:

On Monday morning of each week the Anchorage area produce vendors make
their price list available for the up-coming week. The correctional
facilities are required to obtain three bids if their weekly usage exceeds
\$1,000.00. They are also required to complete a Delivery Order form if the
total exceeds \$500.00. The three bid requirement is satisfied by utilizing
the vendor price sheets. The delivery order is sent to the department
Supply Officer for processing and payment.

Facilities outside of the Anchorage area must contact local vendors for
their current prices, as most vendors do not provide a price list.

Weekly purchases of contract dairy and bakery goods:

As required the department Supply Officer submits Purchase Requisitions to
General Services & Supply to establish contracts for dairy and bakery
items. G.S. & S. will issue formal bids based upon our estimated usage.
Contracts are normally for a one year period, with options to renew for
additional one year periods. (Normally 2-4 years.) Each facility must
prepare after the fact Delivery Orders if their usage exceeds \$500.00 per
week. All paperwork is routed to the Supply Officer for processing.

Weekly purchases of non-contract grocery items:

Correctional facilities place their orders for misc. grocery items as
required. If weekly totals exceed \$500.00 then a Delivery Order must be
prepared. If weekly totals exceed \$1,000.00 then three bids are required.
All paperwork is routed to the Supply Officer for processing.

STATE OF ALASKA

DEPARTMENT OF CORRECTIONS

WALTER J. HICKEL, GOVERNOR

REPLY TO:

P.O. BOX 1
JUNEAU, ALASKA 99811-2000
PHONE (907) 465-3376

MEMORANDUM

TO: The Record

FROM: Lloyd Hames,
Commissioner

DATE: June 8, 1991

TOPIC: Budget Overview/Reorganization

The Department of Corrections has recently gone through several exercises involving the reorganization of service along functional lines as opposed to regional ones. This memo covers a narrative regarding the reorganization, a reaction to intent language, the OMB recommended vetoes and the "personnel transactions" necessary to implement the reorganization.

The reorganization of Corrections is necessary to better carry out the mission of the department. The previous organization, along regional lines, proved to be unwieldy. The lack of centralized management only amplified the chance that decisions could be misinterpreted as orders filtered down through a maze of managers.

The organization along functional lines has streamlined operations. The Commissioner is the "chairman of the board" offering insight and oversight to assure the mission of the department and the philosophy of the administration are met.

The "hub" of operations is centered upon the Deputy Commissioner. It is the responsibility of this position to facilitate the day to day operation of Corrections. This is accomplished through the four major functions of the department: Institutions, Community Corrections, Statewide Programs and Administrative Services.

The Division of Institutions is responsible for the care, custody and control of approximately 2500 offenders in 13 facilities. Likewise, it orchestrates the placement of offenders in non-state facilities such as halfway houses and the roughly 70 offenders being held in the federal prison system and the State of Minnesota. This facet is accomplished through the Classification sub-section of the division. Another part of Institutions is the transportation unit which handles movement of offenders between various institutions. Currently, transportation is shared with the Dept. of Public Safety. Interaction between Public Safety and Corrections is underway and it is assumed that, eventually, all prisoner transportation will be conducted by the Dept. of Corrections.

The Division of Community Corrections is responsible for the supervision of offenders who reside in the community under probation and/or parole. The caseload of approximately 3600 offenders is distributed throughout the department's 13 field office that are separated by as much as 2250 miles. Supervision varies from simple minimum supervision which may involve reporting once a month, to a probation officer, to the intensive probation supervision of moderately high risk offenders. The intensive arm of probation involves nearly seven days a week personal contact, of offenders, by officers.

The Division of Statewide Programs is the program coordination/management function of the department. It is responsible for psychological, educational and program needs of the offender population. This includes routine counseling for anger management to the extensive sex offender treatment programs and a forensic team treating Corrections' 350 mentally ill offenders. Also included, in this, is the prison industries program.

The Division of Administrative Services is the "business arm" of the department which handles the administrative and personnel needs of roughly a \$100 million budget and an excess of 1300 employees. Data processing is also integrated into the division.

Included within Corrections is the Alaska Board of Parole which, last year, handled 1490 case reviews/decisions by three professionals and two clerical positions.

ADMINISTRATIVE SERVICES:

Current reorganization plans includes moving nine positions out of Administrative Services to other components of Corrections. It also includes the reclassification, downward, of an Administrative Assistant II to I.

Analysis of Admin. Services indicated that the Anchorage Central Office had a clerical pool, as opposed to clerical positions being directly assigned to specific components. This was the case in name alone. Actually, these clerk typists worked routinely for specific components. The reorganization includes moving clerical positions to the components they are currently supporting. This is also true of an Accounting Technician I. This resulted in shifting a clerk typist to Facilities Management, Statewide Programs, Medical and a new section which will be discussed within the Deputy Commissioner's Office. The Accounting Technician I is shifted to Statewide Programs/Medical component.

The Facilities Management unit consisting of three Facilities Manager positions was appropriately moved to the new Deputy Commissioner section. Likewise, a Research Analyst was moved to the new section.

The aforementioned Administrative Assistant II was responsible for supervision of the clerical pool and the routine supervision of the facility housing Anchorage Central Office. Because the clerical staff was integrated into the various components, the assistant's position was down graded to a I level and will continue to have oversight of the facility and assist the supply function in Anchorage.

Based on conversation with Robert Pierson of Peat-Marwick, a consulting firm currently assessing the operations of Corrections, the Department is requesting the two positions provided by the Legislature (Analyst/Programmer III and Research Analyst III). Corrections wishes to reclassify the Analyst Programmer III to a Data Processing - Manager I. The job description of a Data Processing Manager includes knowledge of telecommunications and the hardware aspect of data collection. All of this lends itself toward accurate data and planning/forecasting.

INSTITUTIONS

The operation of 13 correctional facilities, supervision of 2500 offenders, classification and transportation of prisoners currently rests on the shoulders of two individuals. This is, predictably leaving the "door open" to threatening public safety, as well as the welfare of the approximately 1080 institutions' employees.

An analysis of staffing shows that about 73% of the 1080 institutional staff are custody positions. This includes superintendents. Forty-six positions are institutional counselors, 21 are educators and 67 are health related positions. This means roughly 86% of the staff provides direct services to offenders and public safety, a little less than 7% are administrative/clerical support and the remaining 7% are spread between cooking and maintenance. The average ratio of offenders to custody staff is 3.16 to 1. If the consideration of it taking five people to man a post 24 hours a day, each officer is supervising about 16 offenders. In one center, Wildwood Correctional Center, each officer is supervising about 23 prisoners and this is in the setting of a revamped World War II military barracks.

It appears obvious this degree of responsibility mandates additional management staff. Corrections would like to bolster Institutions with two Assistant Directors and two clerical positions. Existing PCN's allow this to occur. The present Deputy Director would continue to be the direct line of supervision to the institutions. The assistants would be responsible for the financial and program audit functions of the division, as well as oversight assistance of operations.

The reorganization and inclusion of Assistant Directors would assist in preparing Corrections for the looming issue of "jails vs prisons."

STATEWIDE PROGRAMS

Statewide Programs administers about \$15.0 million in programs annually. The proposed organization would increase their staff by three positions, all coming from existing PCN's in other components.

Also included in the reorganization is reclassification of positions which better describe their functions. There has been an over usage of the Criminal Justice Planner position instead of the more appropriate title of Program Coordinator. One Criminal Justice Planner will be changed to Mental Health Clinician because of the Forensic Unit oversight role.

COMMUNITY CORRECTIONS

Community Corrections is comprised of 115 staff, in 13 field locations, 80 probation officers and one top level manager. The reorganization eliminates a regional Chief Probation Officer (CPO) and reduces two other CPO's from PO V to PO IV. Corrections wishes to re-class an existing position by downgrading a previous Regional Director PCN to Deputy Director. The vast spread of distance between field offices and the critical role of probation/parole services mandates close and continuous scrutiny. The lack of central office management reduces the opportunity for "hands-on" assessment of operations. Also included in responsibility is the Interstate Compact Unit which deals with the movement of probationers and parolees between states. Caseloads are too great to enable supervisory field Probation Officers to assume dual roles as direct assistants to the director.

Another concern is the business arm of probation/parole services. Corrections would like to re-class existing positions to include a two person administrative support unit to track commodity consumption and rent/leasing. This was brought to light recently, when a working field PO supervisor failed to keep the Director informed of lost lease space which resulted in having to rent space at \$1000/week for 400 square feet.

DEPUTY COMMISSIONER

Besides the supervision of the main components of Corrections, the deputy also provides general supervision of the Training Unit. The reorganization continues this role, however, training will have direction provided by an Executive Board which is comprised of the component directors. The long term goals of training will be outlined by the Executive Board on a quarterly basis. Systematic follow-up will be conducted through weekly executive board teleconferences. Day-to-day training concerns will be managed by the Deputy Commissioner.

Corrections plans to develop a new special section, under the deputy. It will be called the Planning, Research and Policy (PRP) section. It too, will have oversight by the Executive Board on a quarterly basis and systematic follow-up through weekly teleconferenced staff meetings. The PRP section will consist of the Facilities Management component taken from Administrative Services, as well as a Research Analyst from the same component. An existing Criminal Justice Planner will oversee the research unit and two Program coordinators responsible for Cleary monitoring and Policy Development. The latter positions were identified in the Governor's adjusted base, as was the Criminal Justice Planner.

The Office of Management and Budget is well aware the Department's needs for accurate and comprehensive data. This new section will assist greatly in providing information and future needs assessments.

PERSONNEL TRANSACTIONS NECESSARY TO ACCOMPLISH REORGANIZATION
(Listed in component receiving positions)

Deputy Commissioner Office

20-5401 Adult Probation Officer V, Juneau PO, to Program Coordinator
Policy development in Policy, Research and Planning (PRP) Section.

20-6527 CO III, Hiland Mt. CC to Program Coordinator
Cleary Compliance in PRP.

20-2054 Research Analyst IV, Admin. Services, relocated
Research and data collection in PRP.

20-7401 Facilities Manager II, Admin. Services, relocated
20-7403 Facilities Manager I, Admin. Services, relocated
20-7404 Facilities Manager I, Admin. Services, relocated
Capital construction, planning and maintenance in PRP.

20-2009 Clerk Typist III, Admin. Services, relocated
Moved from clerical pool to PRP, Facilities.

20-0006 Clerk Typist III, Admin. Services, relocated
Moved from clerical pool to PRP, Policy.

Division of Institutions

20-7201 Adult Classification Officer, Dep. Comm., relocated
20-6802 Probation Officer IV, Dep. Comm., relocated
20-7203 Statistical Clerk, Dep. Comm., relocated
Supervision change of Classification Unit.

20-6690 Correctional Officer III, Dep. Comm., relocated
20-6546 Correctional Officer II, Dep. Comm., relocated
20-8606 Correctional Officer II, Dep. Comm., relocated
20-8611 Correctional Officer II, Dep. Comm., relocated
Supervision change of Transportation Unit.

20-NEW Admin. Officer III, Institutions to Assistant Director
Reclass of new position in FY 92 Gov. Amended Budget.

20-6211 Correctional Officer III, Hiand Mt. CC, to Assistant Director
Reclassification.

20-4002 Sect'y I, N.Region, to Clerk Typist III
Reclassification

20-NEW Clerk Typist III
New position in FY 92 Gov. Amended Budget

Division of Statewide Programs

20-7105 Clerk Typist III, Admin. Services, relocated
Moved from clerical pool.

20-7103 Acctg. Technician I, Admin. Services, relocated
Supervision change, Major Medical.

20-7104 Clerk Typist III, Admin. Services, relocate
Supervision change, Major Medical.

20-2056 Admin. Assistant III to Program Coordinator
Reclassification.

20-2021 Crim. Justice Planner to Mental Health Clinician III
Reclassification.

Division of Community Corrections

20-5405 Clerk V to Accounting Clerk II
Reclassification.

20-6817 Admin. Assistant I to Admin. Officer I
Reclassification.

20-4403 Admin. Assistant I to Clerk Typist III
Reclassification.

20-4402 Probation Officer V to Probation Officer IV
Reclassification.

20-6814 Probation Officer V to Probation Officer IV
Reclassification.

20-7202 Probation Officer IV, Dep. Comm., relocated
20-6819 Probation Officer II, Dep. Comm., relocated
Supervision change of Interstate Unit.

Division of Administrative Services

20-7102 Admin. Assistant II to Admin. Assistant I
Reclassification, pending personnel action of dismissal of existing person.

Personnel Action Fiscal Impact

PCN	R/S	to	R/S	Existing	New	Diff.
7102	14C	-	12B	47.6	36.8	+10.8
2056	16A	-	20A	46.5	59.9	-13.4
2021	21D	-	21A	78.6	63.7	+14.9
5405	11E	-	9B	42.4	32.3	+10.1
6817	12E	-	17A	44.9	49.5	-4.6
4403	12F	-	8B	47.9	30.7	+17.2
5401	18A	-	20A	57.7	59.9	-2.2
6527	18A	-	20A	57.7	59.9	-2.2
2009	8J	-	8J	38.2	00.0	+38.2 C.I.P. FUNDS
6211	15F	-	21A	69.2	69.9	-0.7
4002	10E	-	8B	36.9	30.7	+6.2

637.5 - 563.2 +74.3

MEMORANDUM

State of Alaska

TO: All Employees
Department of Corrections

DATE: September 6, 1991


FILE NO:

TELEPHONE NO

THRU:

SUBJECT: Reorganization

FROM:


Lloyd F. James for
Commissioner

The Department's reorganization plan has recently been approved by the Department of Administration's Office of Management and Budget. The shift from regional to functional reorganization began last year, with the replacement of regional directors with a Director of Institutions and the creation of a centralized Division of Community Corrections.

Some positions have been reclassified, transferred to a new location or new supervisor, added, or eliminated. The changes are intended to clarify lines of authority and responsibility, lessen unnecessary duplication of services, and improve overall efficiency. Every effort has been made to accomplish the reorganization with the minimum amount of disruption to current employees. Employees who are directly affected by the changes have already been notified by their supervisors.

The following personnel changes have been made or are in the process of being made. Please refer to the attached organization charts for further clarification.

COMMISSIONER'S OFFICE

* The Prisoner Transportation and Central Classification units have been transferred from under the supervision of the Deputy Commissioner to the Division of Institutions.

* The Criminal Justice Planner, formerly in charge of Policy and Procedure, and supervised by the Deputy Commissioner, will coordinate a new unit, the Office of Policy, Research, and Planning (PRP). A Research Analyst IV has been moved from Juneau to Anchorage. Both the Research Analyst IV and the Facilities Planning unit have been moved from the Division of Administrative Services to this Office. A new position will be

added to work on policy development. A Clerk Typist III will be assigned to the new office. The Office will be formally supervised by the Deputy Commissioner, with oversight by the Executive Committee.

* The Training Center will remain under the formal supervision of the Deputy Commissioner, but will also receive oversight from the Executive Committee.

* A new position, Compliance Administrator, will be created to address grievances and monitor compliance with Department policies and procedures, including policies required by the Cleary v. Smith Final Settlement Agreement and other court rulings. This position will be supervised by the Deputy Commissioner.

DIVISION OF INSTITUTIONS

* Two Assistant Directors will be hired to provide administrative support. They will oversee special projects, participate in operations audits, assist in system and policy development, supervise work groups, and perform other duties as assigned.

* The Deputy Director will oversee daily institutional operations, oversee budget administration, and provide day-to-day supervision of superintendents in issues related to daily operations.

* The Director will provide formal supervision of the superintendents and central office administrative staff, particularly as related to policy and planning.

* A Clerk Typist III position will be added to the Division.

DIVISION OF COMMUNITY CORRECTIONS

* The Interstate Compact unit has been moved from Central Classification to Community Corrections.

* To complete the shift from a regional to a centralized Division of Community Corrections, the Chief Probation Officer

positions in Anchorage, Juneau, and Fairbanks have been replaced with two Assistant Director positions located in Anchorage Central Office. One Assistant Director will oversee field operations for the metropolitan district offices (Anchorage and Fairbanks) and the other will oversee the urban/rural offices that include Juneau and the bush communities.

* Two Administrative Assistant I positions (in Anchorage and Fairbanks) will be replaced by an Administrative Officer I and an Accounting Clerk II, both to be located in the Director's office in Anchorage.

* A Clerk Typist III will be added to the Director's office to provide support services to the Assistant Directors.

DIVISION OF STATEWIDE PROGRAMS

* A new position, Program Coordinator, has been created to oversee substance abuse programs.

* The Forensic Unit, formerly part of the Alaska Psychiatric Institute, has been placed under the supervision of the Director of Statewide Programs. The unit consists of a supervising psychiatrist, a clinical psychologist, and support staff. The Forensic Unit will provide clinical supervision to institutional Mental Health Clinicians.

* A Criminal Justice Planner position will be moved from Juneau to Anchorage to coordinate mental health treatment issues with the Forensic Unit.

* An Administrative Assistant position has been relocated from Juneau to Anchorage and will be reclassified as a Program Coordinator to oversee fiscal operations, program evaluations, and special projects.

* Two clerical positions will be transferred over from the Division of Administrative Services.

The Major Medical component will be placed under the supervision of a medical doctor who will provide both administrative and clinical supervision. The duties of the current Health Care Administrator will be assumed by this new position.

09 09 1991 12:00 AM DEPT OF CORRECTIONS 400 523 4001 2.05
All Employees
September 6, 1991
Page 4

DIVISION OF ADMINISTRATIVE SERVICES

* A number of positions, mentioned above, have been transferred out of the Division. Several clerical positions located in Anchorage Central Office will be formally assigned to the various divisions and offices to which they have been informally assigned for some time.

* A Personnel Officer II position in Juneau has been eliminated to avoid duplication of the duties performed by the Personnel Officer II in Anchorage.

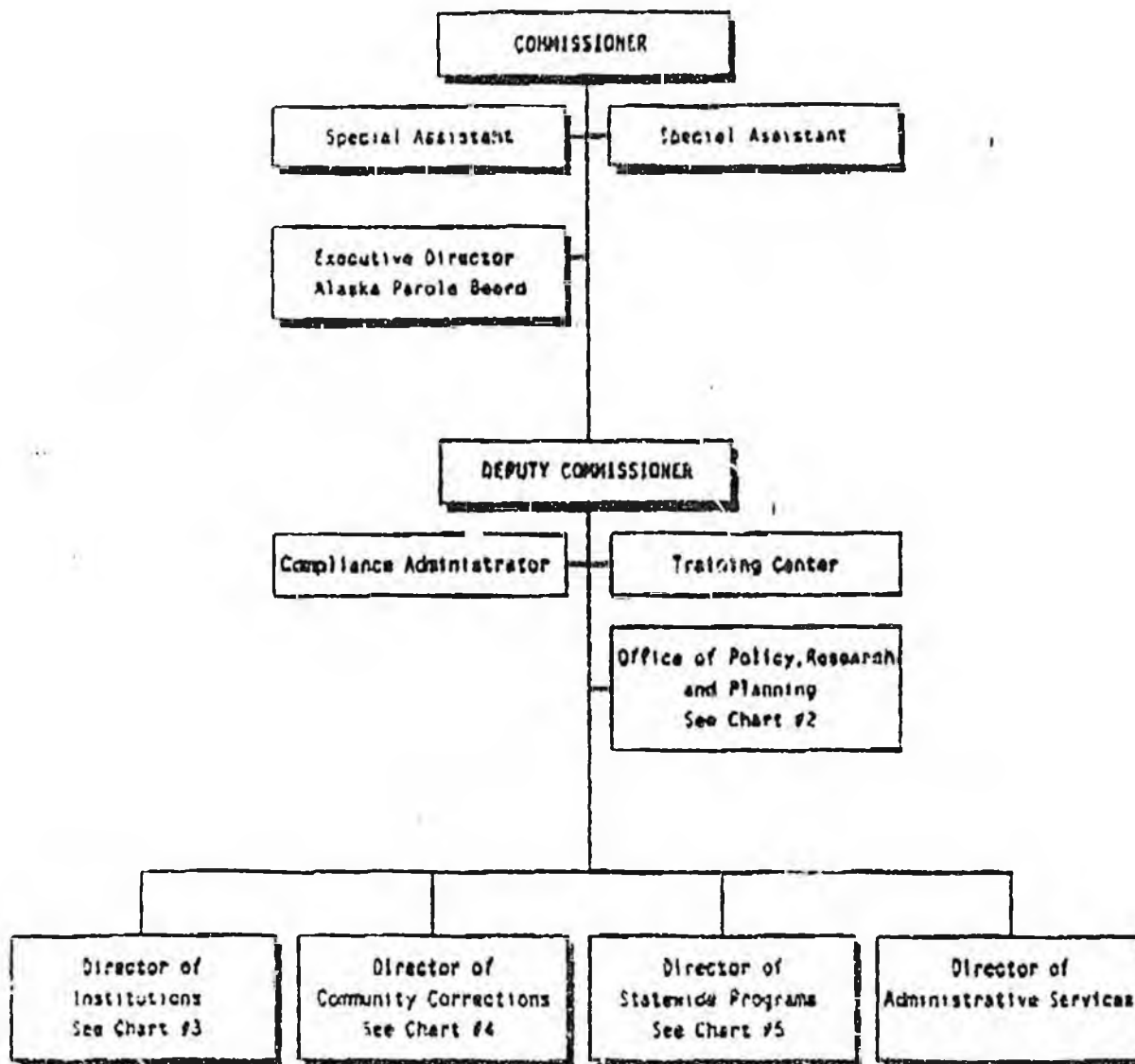
These position changes are in various stages of the classification process. Some modifications may be made prior to final approval by the Department of Administration's Division of Personnel.

LFH:bk
Attachments

ALASKA DEPARTMENT OF CORRECTIONS

Organizational Chart

September 1, 1991



Central Classification
Transportation
Institutions

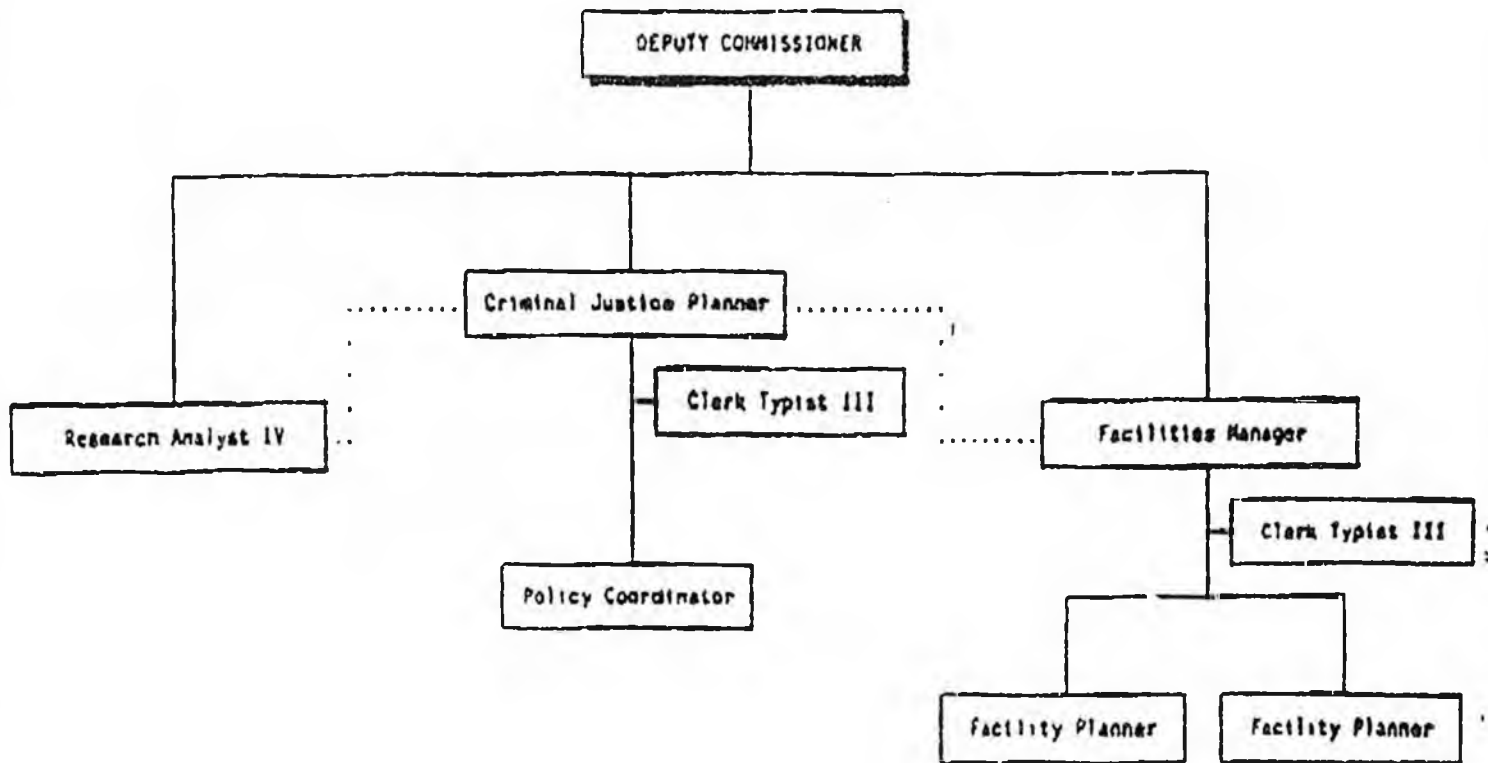
Interstate Compact
Field Services

Prison Industries
Rehabilitation Programs
Education
Medical
Mental Health
Chaplaincy
Community Residential
Centers

Budget
Clerical
Data Processing
Fiscal/Accounting
Personnel
Supply

Shaded boxes denotes members
of the Executive Committee

OFFICE OF POLICY, RESEARCH & PLANNING
Organization Chart
September 1, 1991

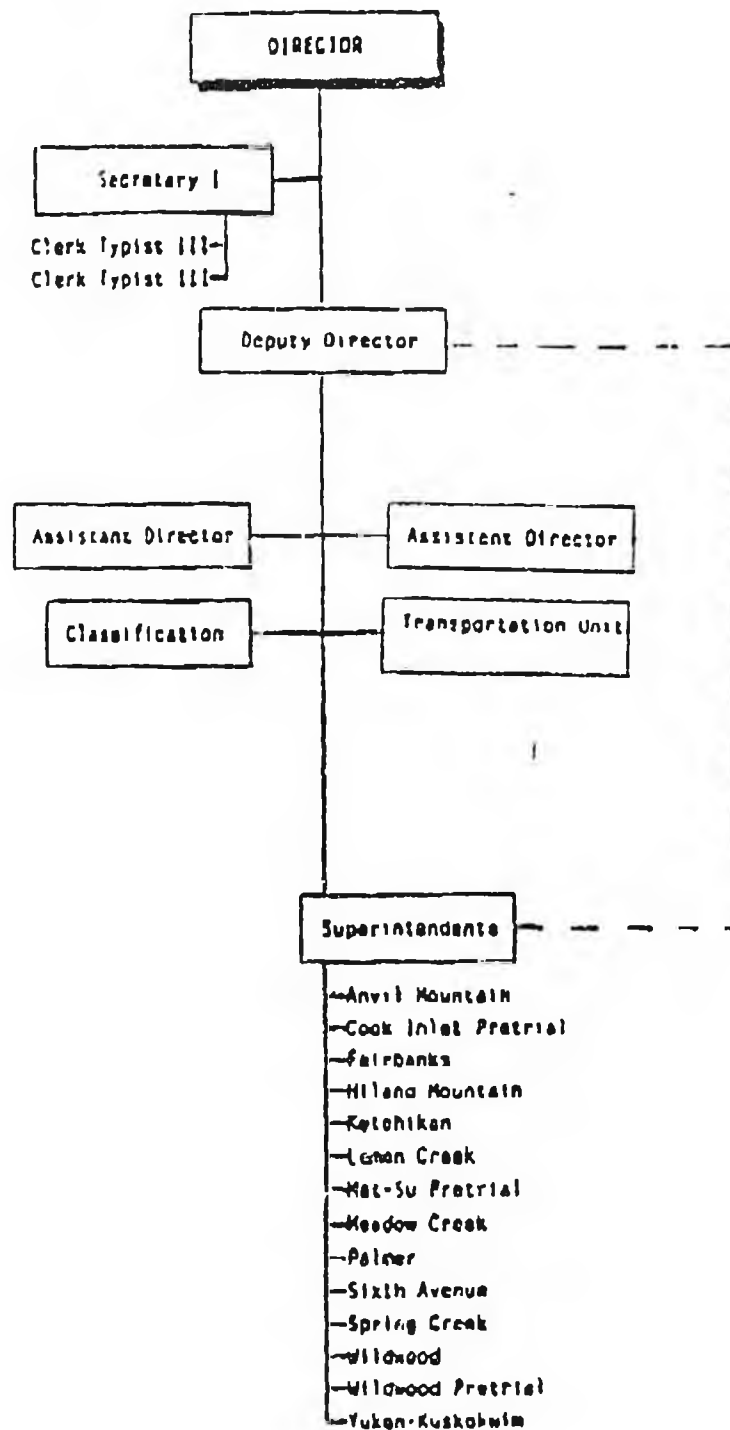


Activities of the Office to be coordinated through the Criminal Justice Planner as represented by dotted lines.

DIVISION OF INSTITUTIONS

Organizational Chart

September 1, 1991

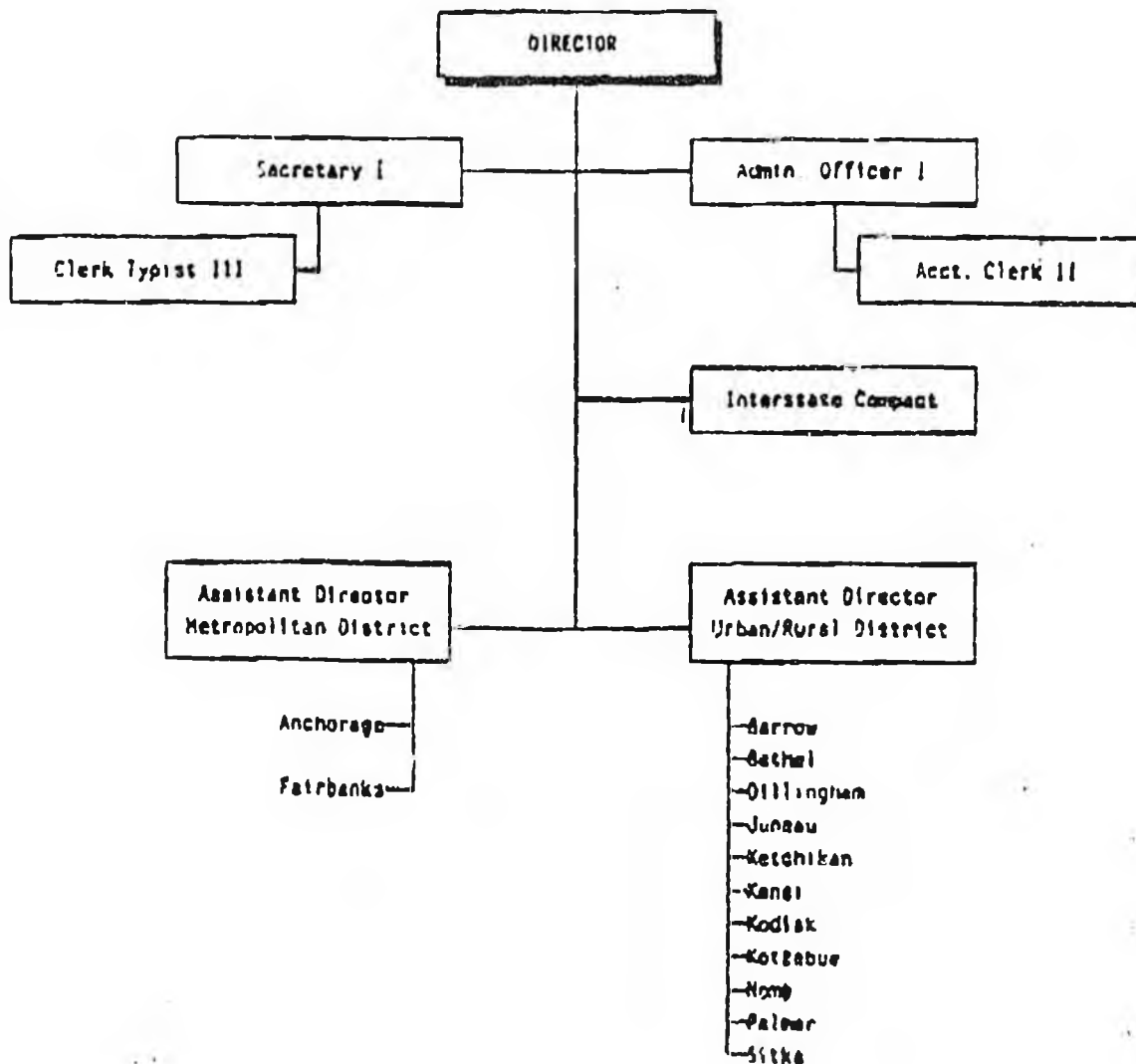


Formal supervision responsibilities for Superintendents falls under the Director while day-to-day operational issues will be overseen by the Deputy Director.

DIVISION OF COMMUNITY CORRECTIONS

Organizational Chart

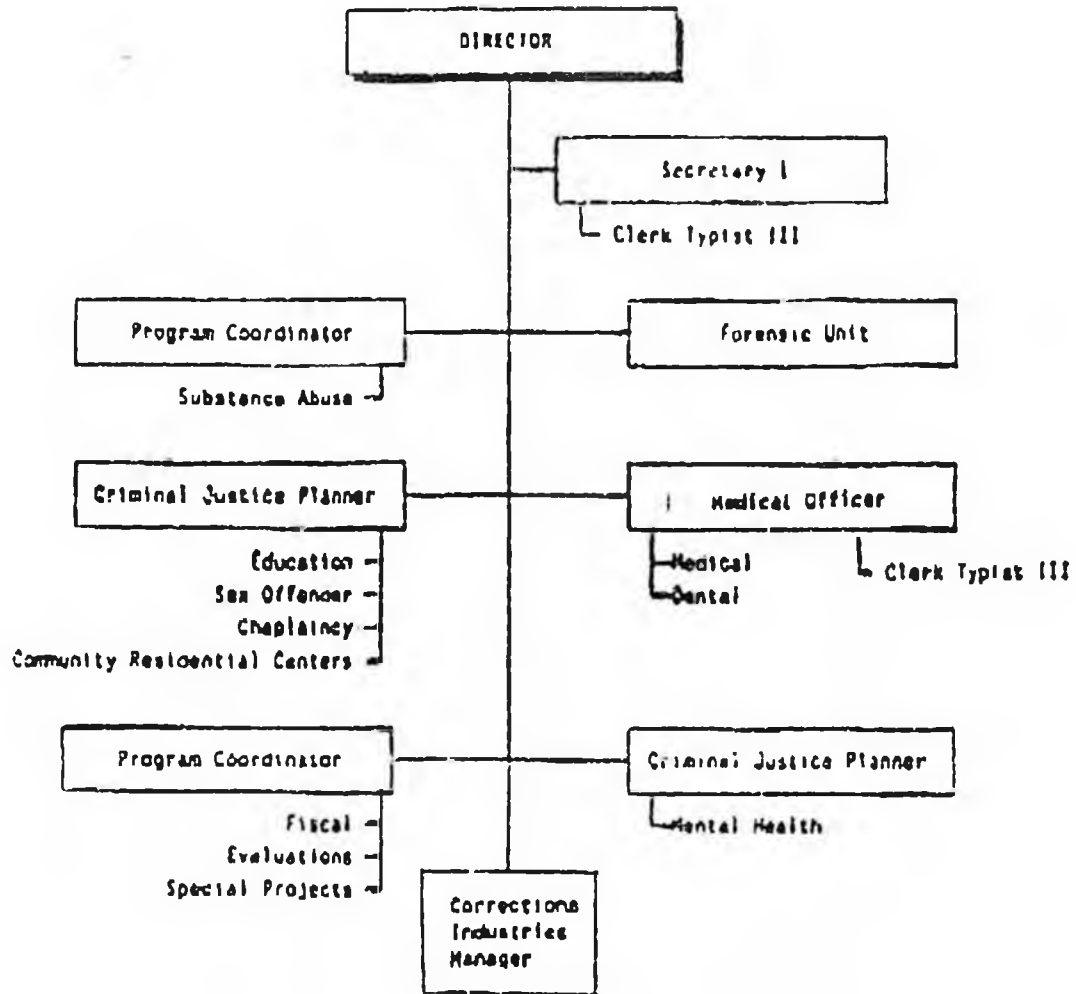
September 1, 1991



DIVISION OF STATEWIDE PROGRAMS

Organizational Chart

September 1, 1981



STATE OF ALASKA

DEPARTMENT OF CORRECTIONS

SOUTHCENTRAL REGION OFFICE

WALTER J. HICKEL, GOVERNOR

2200 EAST 42ND AVENUE
ANCHORAGE, ALASKA 99508 5202
PHONE: (907) 561-4426

FY92 TASK FORCE PROGRESS REPORT

9/24/91

Intermediate Penalties (formerly Alternatives to Incarceration)

Chairperson: Bruce Kelly, PO III
Anchorage Probation

Members: Frank Sauser, Superintendent
Mat-Su Pre-Trial Facility

Denise Templeton, PO III
Hiland Mountain CC

Donna Whitman, PO III
Kodiak Probation

Sarah Williams, Social Worker III
Anchorage New Start

Lynda Zaugg, Assistant Superintendent
Wildwood CC

Linda Smith, PO II
Fairbanks Probation

Sam Trivette, Executive Director
Parole Board

The Task Force broke into subcommittees which have submitted draft reports and recommendations pertaining to day treatment centers, electronic monitoring, and boot camps. The subcommittees have reviewed other program models and research and are currently looking at statistics to determine available pools of offenders in Alaska.

Community Residential Centers

Chairperson: Mike Taylor, Program Coordinator
Statewide Programs

Vice-Chair: Tom Martin, PO III
Palmer CC

Members: Marianne McNabb, Criminal Justice Planner
Statewide Programs

Bert Matsumoto, PO IV
Central Classification

Pete Villarreal, PO II
Fairbanks Probation

Lonzo Henderson, PO III
Anchorage Probation

Robert Wild, PO III
Juneau Probation

Advisory
Members:

Juli Roberts, PO II
Sixth Avenue Annex

Kurt Polhemus, PO II
Anchorage Probation

Bill Weimer
Allvest, Inc.

Jerry Shriner
Gastineau Human Services

Kathy Boggs-Grey
T.J. Mahoney & Assoc.

Task Force members have been assigned individual work plans to evaluate all aspects of CRCs, furloughs, contracts, staffing, and other related subtopics. A detailed questionnaire has been developed and sent out to institutional and field probation staff involved with furloughs, as well as to other interested community members.

Preventive Maintenance

Chairperson: Kathy Christy
Facilities Manager

Members: Shar Halsted, Administrative Officer II
Administrative Services

Richard Schoeffel, Assistant Superintendent
Palmer CC

Walt Porter, Maintenance Foreman
Fairbanks CC

George Traughber, Maintenance Foreman
Wildwood CC

Ted Kinney
Facilities Planner

Melinda Eggers
DOT/PF Maintenance and Operation Central Region

The Task Force has not met. The functions of the Task Force may be incorporated into the Facilities Master Plan project.

Analysis of Private/Governmental Job Functions

Chairperson: George Hiller, CO III
Mat-Su Pre-Trial Facility

Members: Vinnie O'Connor, PO II
Palmer Probation

Ray Larsen, PO II
Cook Inlet Pre-Trial Facility

Rich Bentson, Director
Statewide Programs

The Task Force has reviewed a format for analyzing the costs/benefits of private vs. government performance of various responsibilities. Information has been requested from NIC to review privatization issues in other state correctional systems. The Task Force will examine the Department to determine if any functions could be more efficiently performed by the private sector and if any functions currently contracted for could be better performed by state employees.

Training Officer Recruitment

Chairperson: Kevin Brew, Assistant Superintendent
Palmer CC

Members: Judy Laney, Personnel Officer II
Anchorage Personnel

Mike Gilligan, CO III
Hiland Mountain CC

The Task Force met in July and developed goals and a work plan. Members are currently interviewing those involved in training and personnel issues and reviewing applicable policies. A second meeting is scheduled for mid-October to review draft reports.

Employee Skills, Talents, and Interests

Chairperson: Lyn Freeman, Criminal Justice Planner
Training Academy

Members: Jo McDowell, PO III
Training Academy

Darlene Rilatos, Personnel Assistant II
Anchorage Personnel

Myron Michels, Superintendent
Anvil Mountain CC

John Yarbor, CO III
Mat-Su Pre-Trial Facility

The Task Force has held an initial meeting and reviewed personnel guidelines for special project assignments. During the next meeting in October, the group will design a skills/talents survey form which will be distributed to all DOC employees.

Institutional Placement of Statewide Programs

Chairperson: Ken Brown, Superintendent
Wildwood CC

Members: Bonnie Majak, PO III
Fairbanks CC

Hubert Nelson, Production Manager
Prison Industries

Susan Jannusch, Marketing and Sales
Prison Industries

Jim Pagels, CO III
Hiland Mountain CC

Sue Ford, PO III
Kenai Probation

Paul Turner, Contract Therapist
Wildwood CC

Dan Carothers, Superintendent
Lemon Creek CC

Art Schmidt, Superintendent
Palmer CC

Peggy Brockman, PO III
Spring Creek CC

The Task Force's first meeting was September 23, 1991, at which time subgroups and individual work plans were assigned. The group began their work focusing on the factors to be considered in the placement of sex offender programs and are reviewing the sex offender tracking data. The group has tentatively scheduled another meeting in late October.

Internal Affairs

Chairperson: Ted Stanfield, CO III
Prisoner Transportation Unit

Members: Kevin Brew, Assistant Superintendent
Palmer CC

Debbie Miller, PO II
Anchorage Probation

Diane Froula-Webb, CO III
Wildwood CC

Steve Marriage, CO III
Training Center

Mark Meyer, Acting Administrative Officer II
Anchorage Central Office

Advisory
Members:

Art Chance
Labor Relations

Allen Cooper, Deputy Director
Division of Institutions

Gary Russell, Sergeant
Anchorage Police Dept., Staff Inspections Unit

The target date for the Task Force has been adjusted from August 1991 to January 1992, due to a change in chairmanship of the Task Force. Following review of a proposed structure for the unit, flow charts, and drafts of investigative forms compiled by the Chairman, the members will meet to develop a work plan.

Fiscal Summary

I. FY-91 Actuals

Total Budget	107,533.6
Personal Services	72,240.9
Other (lines 200-700)	27,711.7
Major Medical	7,581.0

II. FY-92 Governor's Amended Authorizations

Total Budget	102,736.6
Personal Services	73,505.4
Other (lines 200-700)	25,012.3
Major Medical	4,218.7

III. FY-92 Budget Projection

A. Personal Services

FY-91 actual	72,240.9
5% raise adjustment	3,612.0
[5% X 72,240.9 = 3,612.0]	
2.37% retirement benefit adjustment ⁵	1,712.1
[2.37% X 72,240.9 = 1,712.1]	
3.5% merit increase for employees ⁶	1,896.3
[3.5% X 72,240.9 = 2,528.4	
75% X 2,528.4 = 1,896.3]	
FY-92 projected personal services	79,461.3

70%

⁵ The retirement benefit adjustment was initially added in by the Cowper Administration, but was removed by the Hickel Administration. Also the overall percentage of 2.37 was derived from combining 2.46% (peace officer) and 2.28% (regular employee) retirement adjustments that was divided in half and applied to the personal services actuals.

⁶ Approximately 75% of employees receive annual merit increases while the remaining 25% are in longevity steps.

B. Other (Lines 200-700)

FY-91 actual 27,711.7
 FY-92 Division of Institutions required
 beyond FY-91 actual 577.2
 FY-92 required for other Department
 components (Administration, Statewide Program, etc.)
 27,711.7 - 14,482.0 (Institutions FY-91 Actual) = 13,229.7 X 5% inflation 661.5

FY-92 Projected Other 28,950.4

C. Major Medical

FY-91 Actual 7,581.0
 5%⁷ X 7,581.0 = 379.0 379.0

FY-92 Major Medical Projection 7,960.0

D. Total Projected Budget Requirements for FY-92

Personal Services 79,461.3 ✓
 Other (200-700) 28,950.4 ✓
 Major Medical 7,960.0 ✓

Total 116,371.7 ✓

E. Comparison of FY-92 Required with Governor Amended Budget

	FY-92 Required	Governor Amended	Difference
Personal Services	79,461.3	73,505.4	(5,955.9)
Other (200-700)	28,950.4	25,012.5	(3,937.9)
Major Medical	<u>7,960.0</u>	<u>4,218.7</u>	<u>(3,741.3)</u>
	116,371.7	102,736.6	(13,635.1)

*Based on first
 @ actuals*

⁷ The authorization of 4,218.7 for FY-92 has been exhausted. Therefore, it's most applicable to utilize the FY-91 actual with a 5% adjustment for inflation.

STATE OF ALASKA -- AGENCY OPERATING BUDGET

SALTOTLA

8/08/91

*** DEPARTMENT OF CORRECTIONS ***

PAGE 18

P.S.

CATEGORY	FY90 ACT	FY91AUTH	FY91 SUP	FISCAL YEAR 1992				
				GOV AND	HOUSE	SENATE	C. C.	W/VETOES
ADMINISTRATION OF JUSTICE	98693.9	101152.3	6105.5	101938.6	106629.2	106634.4	106842.1	102736.6
*** TOTALS ***	98693.9	101152.3	6105.5	101938.6	106629.2	106634.4	106842.1	102736.6
BUDGET PERCENTAGE CHANGE COMPARED TO FY91AUTH:				.8	5.4	5.4	5.6	1.6

OBJECTS OF EXPENDITURES:

PERS. SERV.	66907.5	69493.3	2491.8	73227.9	74461.6	74457.7	74509.2	73720.4
TRAVEL	328.8	899.9	151.9	666.3	656.3	656.1	656.3	651.3
CONTRACTUAL	19360.2	19300.8	2148.2	16613.9	20324.4	20333.3	20489.3	17177.6
COMMODITIES	9449.5	9308.8	965.8	9542.5	9304.8	9301.2	9301.2	9301.2
EQUIPMENT	529.6	287.9	298.2	106.4	104.5	104.5	104.5	104.5
LANDS/BLDGS	24.0							
GRANTS, CIMS	1598.3	1781.6	49.6	1781.6	1781.6	1781.6	1781.6	1781.6

FUNDING SOURCES:

FEDERAL RECEIPTS				24.0	24.0	24.0	24.0	24.0
GENERAL FUND	93297.5	94185.0	6084.6	93975.5	98029.0	98923.4	98241.9	94147.1
GF/PROGRAM RECEIPTS	2474.4	2474.4		2532.6	2473.6	2473.6	2473.6	2473.6
GF/MENTAL HEALTH TRUST		1221.7		2576.5	2818.0	2618.0	2818.0	2818.0
INTER-AGENCY RECEIPTS		2.4		75.8	6.1	75.3	5.1	4.6
PERMANENT FUND DIV FUND	733.4	763.4			763.4		763.4	763.1
CORRECTIONAL INDUST FUND	2011.7	2253.6	20.9	2500.6	2253.6	2253.6	2253.6	2250.6
CAPITAL IMPR PROJ RCPTS	176.9	251.8		255.6	261.5	261.5	261.5	255.6

GENERAL FUND PERCENTAGE CHANGE COMPARED TO FY91AUTH:

1.2 5.6 6.3 5.8 1.6

POSITIONS:

FULL TIME	1290.0	1317.0		1310.0	1326.0	1325.0	1327.0	1319.0
PART TIME	1.0	2.0		2.0	2.0	2.0	2.0	2.0
STAFF MONTHS	15312.0	15522.0		15438.0	15666.0	15654.0	15678.0	15582.0

NOV 03 '91 15:08 LEG. FINANCE BUREAU

FY92 OPERATING BUDGET - GOVERNOR'S VETOES

P.6

AGENCY	Explanation	CONFERENCE COMMITTEE		GOVERNOR'S VETOES		ENACTED (LESS VETOES)	
		GENERAL FUND	TOTAL FUNDS	GENERAL FUND	TOTAL FUNDS	GENERAL FUND	TOTAL FUNDS
	AVCP-Waterfowl Conservation Committee			-15.0	-15.0		
	AVCP-Yukon Kuskokwim Delta Fisheries Conf			-10.0	-10.0		
	State Revenue Sharing-Reduce to FY91 Level			-1,562.5	-1,562.5		
	Municipal Assistance-Reduce to 95% of FY91			-1,562.5	-1,562.5		
	Model Boundary Proj-Continuation Funding			-19.6	-19.6		
	Statewide Assistance-Reduce by Disallowed Transfer Amt			-63.0	-63.0		
	Municipal Lands Trustee Reduction			-46.1	-46.1		
	Child Care Operating Grants Funding			-278.0	-278.0		
	Child Care Resource/Referral			-50.0	-50.0		
	Day Care Assistance Program			-300.0	-300.0		
	Head Start Grants Annualization			-183.1	-183.1		
	Comm Dev-Bering Sea Fishermen-Reduce 50%			-175.0	-175.0		
Department of Corrections		103,533.5	106,842.1			99,438.7	102,736.6
	Departmentwide Health Benefits Cost Adjustment			-252.7	-252.7		
	Departmentwide 2% Personal Svcs Vacancy			0.0	-5.9		
	Departmentwide 10% Travel Reduction			-0.2	-5.0		
	Reduce Funding for 2 New Research/DP PCNs			-53.0	-53.0		
	Maniitaaq Association Contract			-434.3	-434.3		
	Increased Cost of CRC Operations			-200.0	-200.0		
	Expand Community Rehabilitation Centers			-1,009.3	-1,009.3		
	Reduce Funding for Additional Drug Testing			-32.4	-32.4		
	Additional Training Funds			-216.0	-216.0		
	Major Medical-Future Supplemental Needs			-1,419.7	-1,419.7		
	Delete Fairbanks Probation Officer			-52.6	-52.6		
	Delete Barrow Probation Officer			-69.9	-69.9		
	Eliminate Northern Region New Start			-100.4	-100.4		
	Delete Anchorage Probation Officer			-57.6	-57.6		

NOV 03 '91 15:09 LES. FINANCE BUREAU

FY92 OPERATING BUDGET - GOVERNOR'S VETOES

R.T.

AGENCY	Explanation	CONFERENCE COMMITTEE		GOVERNOR'S VETOES		ENACTED (LESS VETOES)	
		GENERAL FUND	TOTAL FUNDS	GENERAL FUND	TOTAL FUNDS	GENERAL FUND	TOTAL FUNDS
	Delete Kenai Probation Officer			-50.8	-50.8		
	Reduce Funding for Juneau Probation Officer			-30.1	-30.1		
	Eliminate Southeast Region New Start			-115.8	-115.8		
University of Alaska	Unallocated Budget Reduction	175,273.0	353,845.8	-7,173.0	-7,173.0	168,100.0	346,672.8
Alaska Court System		45,559.8	45,559.8			44,276.0	44,276.0
	Vacancy & Benefits Underfunding			-743.4	-743.4		
	Trial Courts--Delete new positions			-270.8	-270.8		
	Trial Courts--Delete Amerada Hess Positions			-216.7	-216.7		
	Judicial Council--General Reduction			-52.9	-52.9		
Legislature		35,798.3	36,585.2			31,253.5	32,040.4
	FY92 Adj Base Less Carry Forward Less 4.6%						
	For All Legislative Components:						
	Legislative Audit			-421.7	-421.7		
	Legislative Finance			-531.3	-531.3		
	Budget & Audit Committee			-566.4	-566.4		
	Legislative Council			-2,144.7	-2,144.7		
	Legislative Operating Budget			-508.1	-508.1		
	Ombudsman			-372.6	-372.6		
Statewide Totals		1,669,785.5	2,676,712.6	-61,934.3	-67,892.3	1,607,851.2	2,608,820.3

NOV 03 '91 15:09 LEG. FINANCE JUNEAU

SALCUTA

STATE OF ALASKA -- OPERATING BUDGET SUMMARY

13:07

6/04/91

LEGISLATIVE FINANCE

M M M M DEPARTMENT OF CORRECTIONS M M M M M

SHORT FORM PAGE	BUDGET COMPONENT	FY91AUTH	GOV AMD	HOUSE	SENATE	C. C.	C. C. - GOV AMD COMPARISON
	ADMINISTRATION OF JUSTICE						
	ADMINISTRATION AND SUPPORT						
2	COMMISSIONER'S OFFICE	554.9	741.8	687.2	687.2	687.2	-54.6 -7.4%
4	PAROLE BOARD	438.9	434.4	435.3	435.3	435.3	0.9 0.2%
6	FAC-CAPITAL IMPROVEMENT UNIT	251.8	255.6	261.5	261.5	261.5	5.9 2.3%
8	ADMINISTRATIVE SERVICES	2361.1	2398.4	2406.0	2406.0	2406.0	7.6 0.3%
10	DATA AND WORD PROCESSING	441.7	445.5	557.0	557.0	557.0	111.5 25.0%
	*** PROGRAM TOTAL ***	4048.4	4275.7	4347.0	4347.0	4347.0	71.3 1.7%
	STATEWIDE OPERATIONS						
14	STATEWIDE PROGRAMS	7750.9	7199.3	9050.6	9284.6	9215.5	2016.2 28.0%
16	INTENT OVERFLOW						
18	CLASSIFICATION AND TRANS	558.7	565.9	567.4	567.4	567.4	1.5 0.3%
20	CORRECTIONAL INDUSTRIES ADMIN	772.4	787.0	789.6	789.6	789.6	2.6 0.3%
22	CORR INDUSTRIES PRODUCT COST	2253.6	2500.6	2253.6	2253.6	2253.6	-247.0 -9.9%
24	TRAINING UNIT	1170.7	1052.6	1211.7	1211.7	1211.7	159.1 15.1%
26	OUT-OF-STATE CONTRACTUAL	1562.5	1459.0	1359.0	1359.0	1359.0	-100.0 -6.9%
28	MAJOR MEDICAL	4203.2	4218.7	5640.6	5640.6	5640.6	1421.9 33.7%
30	NORTHERN DIRECTOR'S OFFICE	155.6					
32	FAIRBANKS CORRECTIONAL CENTER	7174.3	7314.1	7337.0	7339.5	7337.0	22.9 0.3%
34	ANVIL MTN CORRECTIONAL CENTER	3640.6	3710.8	3773.3	3725.8	3773.3	62.5 1.7%
36	YUKON-KUSKOKWIM CORR CENTER	3774.3	3845.1	3907.8	3860.3	3907.8	62.7 1.6%
38	NORTHERN REGION PROBATION	2141.8	2079.2	2308.5	2238.6	2308.5	229.3 11.0%
40	SOUTHCENTRAL DIRECTOR'S OFFICE	211.8					
42	PALMER CORRECTIONAL CENTER	7349.2	7489.5	7519.5	7524.5	7519.5	30.0 0.4%
44	MAT-SU CORRECTIONAL CENTER	2578.9	2634.6	2696.4	2648.9	2696.4	61.8 2.3%
46	COMBINED HILAND MTN CORR CTR	6903.6	6985.6	7013.0	7018.0	7013.0	27.4 0.4%
48	COOK INLET CORRECTIONAL CENTER	8510.5	8676.9	8977.9	8930.4	8977.9	301.0 3.5%
50	ANCH ANNEX CORRECTIONAL CENTER	3212.5	3333.1	3348.2	3350.7	3348.2	15.1 0.5%
52	WILDWOOD CORRECTIONAL CENTER	7242.1	7381.3	7410.3	7415.3	7410.3	29.0 0.4%
54	SPRING CREEK CORRECTIONAL CTR	12800.1	13012.0	13092.1	13098.5	13092.1	80.1 0.6%
56	SOUTHCENTRAL REGION PROBATION	3351.9	3136.7	3520.7	3469.9	3520.7	384.0 12.2%
58	SOUTHEAST DIRECTOR'S OFFICE	134.4					
60	LEMON CREEK CORRECTIONAL CTR	6208.0	6330.1	6356.8	6361.8	6356.8	26.7 0.4%
62	KETCHIKAN CORRECTIONAL CENTER	2697.0	2751.8	2812.1	2862.6	2860.1	108.3 3.9%
64	SOUTHEAST REGION PROBATION	715.3	558.2	784.6	784.6	784.6	226.4 40.6%
66	INSTITUTION DIRECTOR'S OFFICE		354.3	355.3	355.3	355.3	1.0 0.3%
68	COMMUNITY CORRECTIONS DIRECTOR		286.5	196.2	196.2	196.2	-90.3 -31.5%
	*** PROGRAM TOTAL ***	97103.9	97662.9	102282.2	102287.4	102495.1	4832.2 4.9%
	*** ADMINISTRATION OF JUSTICE TOTAL ***	101152.3	101938.6	106629.2	106634.4	106842.1	4903.5 4.8%

SALCUTA
 LEGISLATIVE FINANCE

STATE OF ALASKA -- OPERATING BUDGET SUMMARY
 * * * * * DEPARTMENT OF CORRECTIONS * * * * *

13:07 6/94/91

SHORT FORM PAGE	BUDGET COMPONENT	FY91AUTH	GOV AMD	HOUSE	SENATE	C. C.	C. C. - GOV AMD COMPARISON	
*****	TOTAL AGENCY EXPENDITURES	101152.3	101938.6	106629.2	106634.4	106842.1	4903.5	4.8%
*****	AGENCY FUNDING							
	FED RCPTS		24.0	24.0	24.0	24.0		
	GENERAL FUND	97881.1	99084.6	103320.6	104020.0	103533.5	4448.9	4.5%
	OTHER FUNDS	3271.2	2830.0	3284.6	2590.4	3284.6	454.6	16.1%

*** STATE OF ALASKA -- TOTAL STATE BUDGET ***

SALTOTLA

6/04/91

AGENCY	FY90 ACT	FY91CONF	FY91AUTH	F I S C A L Y E A R 1 9 9 2					
				FY92 AGY	GOVERNOR	GOV AMD	HOUSE	SENATE	C. C.
CORRECTIONS	98693.9	98782.9	101152.3	102528.0	101789.1	101938.6	106629.2	106634.4	106842.1
*** TOTALS ***	98693.9	98782.9	101152.3	102528.0	101789.1	101938.6	106629.2	106634.4	106842.1
BUDGET PERCENTAGE CHANGE COMPARED TO FY91AUTH:				1.4	.6	.8	5.4	5.4	5.6
OBJECTS OF EXPENDITURES:									
PERS. SERV.	66907.5	67122.9	69493.3	72739.3	73393.4	73227.9	74461.6	74457.7	74509.2
TRAVEL	828.8	900.9	899.9	724.8	657.0	666.3	656.3	656.1	656.3
CONTRACTUAL	19360.2	19300.8	19300.8	17901.1	16573.8	16613.9	20324.4	20333.3	20489.3
COMMODITIES	9445.5	9388.8	9388.8	9276.7	9275.8	9542.5	9300.8	9301.2	9301.2
EQUIPMENT	529.6	287.9	287.9	104.5	104.5	106.4	104.5	104.5	104.5
LANDS/BLDGS	24.0								
GRANTS, CLMS	1598.3	1781.6	1781.6	1781.6	1781.6	1781.6	1781.6	1781.6	1781.6
MISC.									
FUNDING SOURCES:									
FEDERAL RECEIPTS						24.0	24.0	24.0	24.0
GENERAL FUND	93297.5	91824.1	94185.0	95547.3	94820.1	93975.5	98029.0	98928.4	98241.9
GF/PROGRA.1 RECEIPTS	2474.4	2474.4	2474.4	2474.4	2473.6	2532.6	2473.6	2473.6	2473.6
GF/MENTAL HEALTH TRUST		1221.7	1221.7	1221.7	1221.5	2576.5	2818.0	2618.0	2818.0
INTER-AGENCY RECEIPTS		2.4	2.4	6.1	4.6	73.8	6.1	75.3	6.1
PERMANENT FUND DIV FUND	733.4	763.4	763.4	763.4	763.1		763.4		763.4
CORRECTIONAL INDUST FUND	2011.7	2253.6	2253.6	2253.6	2250.6	2500.6	2253.6	2253.6	153.6
CAPITAL IMPR PROJ RCPTS	176.9	245.7	251.8	261.5	255.6	255.6	261.5	261.5	261.5
GENERAL FUND PERCENTAGE CHANGE COMPARED TO FY91AUTH:				1.4	.6	1.2	5.6	6.3	5.8
POSITIONS:									
FULL TIME	1290.0	1317.0	1317.0	1296.0	1310.0	1310.0	1326.0	1325.0	1327.0
PART TIME	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
STAFF MONTHS	15312.0	15522.0	15522.0	15270.0	15438.0	15438.0	15666.0	15654.0	15678.0

S T A T E O F A L A S K A
BUDGETED NEW POSITIONS BY AGENCY

SALNOPSA

6/04/91

DEPARTMENT OF CORRECTIONS

C. C. BUDGET

TITLE	APPROVED POSITIONS			LOCATION	SALARY & BENEFITS	C. C. BUDGET			
	FULL	PART	TEMP			G	H	S	C
RESEARCH ANALYST III	1			JUNEAU	57.2		1	1	1
ANALYST PROGRAMMER III	1			JUNEAU	53.5		1	1	1
CRIMINAL JUSTICE PLANNER				ANCHORAGE		1		1	
PROBATION OFFICER II	1			FAIRBANKS	52.6		1	1	1
PROBATION OFFICER II	1			DARROW	69.9		1		1
PROBATION OFFICER II	1			ANCHORAGE	57.6		1	1	1
PROBATION OFFICER II	1			KENAI	50.8		1		1
PROBATION OFFICER II	1			KEETCHIKAN	95.2		1	2	2
NURSE II	2			JUNEAU	50.8		1	1	1
PROBATION OFFICER II	1			ANCHORAGE	69.9	1	1	1	1
ADMINISTRATIVE OFFICER III	1			ANCHORAGE	33.5	1	1	1	1
CLERK TYPIST III	1								
*** AGENCY TOTAL	11				591.0	3	10	10	11

*** AGENCY FUNDING	GOVERNOR'S BUDGET	HOUSE BUDGET	SENATE BUDGET	C. C. BUDGET
GENERAL FUND	103.4	543.4	470.3	591.0
INTER-AGENCY RECEIPTS	69.2		69.2	
*** TOTAL FUNDING	172.6	543.4	539.5	591.0

Alaska Department of Corrections

Four Year Plan

FY92--FY95

Goals and Strategies

FY92
Objectives

June 15, 1991

Introduction

The Department's Four Year Plan is a statement of what we hope to accomplish, and how we intend to go about it. The purpose of the plan is to keep the Department focused on its priorities and to provide a reference point against which to measure progress. Planning gives a sense of direction and positive momentum. It helps us purposefully move past crises, rather than being driven by them.

This plan is the product of a process that involved several stages:

- Reviewing and restating the Department's mission as defined by the Alaska State Constitution;
- Defining the goals, objectives, and needs of each division as identified by the Directors of Institutions, Community Corrections, Statewide Programs, Administrative Services, and the Parole Board.
- Identifying values and management principles that should guide the Department in carrying out its mission;
- Considering the Department's history and the lessons that can be learned from the past; and
- Contemplating the social, technological, political, economic, and environmental elements that are likely to impact the Department in the future.

Departmental Four Year Goals

Department goals over the next four years:

- **ENHANCE PUBLIC PROTECTION**
- **USE FACILITIES AND MATERIAL RESOURCES MORE EFFICIENTLY**
- **USE HUMAN RESOURCES MORE EFFICIENTLY**
- **DEVELOP MANAGEMENT INFORMATION AND PLANNING SYSTEMS**

Strategies

Strategies were outlined to work toward these goals over the next four years. Strategies involve placing special emphasis on particular issues or areas within the Department. For instance, one strategy to enhance public protection is to "*place more emphasis on effective rehabilitation programs.*"

Annual Objectives

Specific, measurable objectives will be determined for each strategy. Some strategies do not involve objectives this year, but objectives will be designed for each strategy within the next four years.

The individual, team, or task force responsible for each objective will execute a step-by-step action plan in order to accomplish the objective during the fiscal year. The individual action plans are not included in this report.

Progress Reports/Updates

The plan will be updated each year. Progress on the past year's objectives will be measured and reported. Departmental objectives for the upcoming year will be added to the plan.

Planning Process

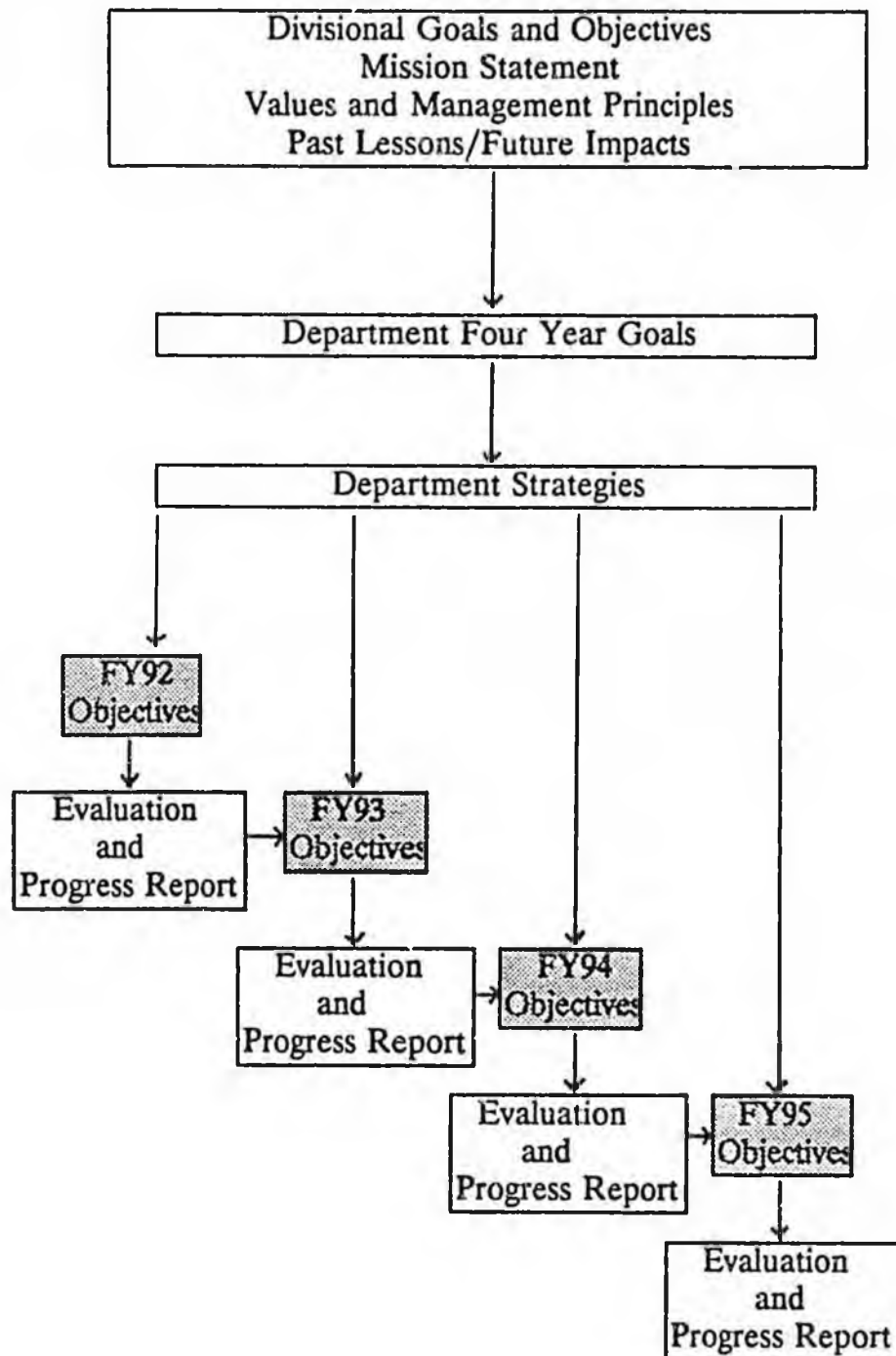


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MISSION STATEMENT

The mission of the Alaska Department of Corrections is to protect the public and provide opportunities for the reformation of offenders who are under the lawful care, custody, and control of the Commissioner.

Department Values

INTEGRITY

- Operating safe, secure, humane institutions and providing community corrections services that protect the public
- Upholding ethical professional standards based on honesty, fairness, compassion and objectivity
- Providing leadership by example in adhering to laws, regulations and policies

ACCOUNTABILITY

- Building credibility through responsible management
- Holding offenders accountable for their behavior

OPTIMISM

- Recognizing accomplishments and successes as well as unresolved problems
- Striving to understand and reduce the impact of crime, helping offenders understand the consequences of their behavior, and supporting their efforts toward behavioral reformation
- Maintaining a sense of humor

Department Management Principles

- Using lessons from the past and future predictions to strategically plan
- Basing policy decisions on reliable, factual information
- Basing fiscal decisions on the principle of lowest long-term cost to the public
- Remembering the Department's most valuable resource is its staff
- Empowering employees to reach their full potential
- Effectively communicating goals and objectives to employees, other interested agencies, and the public

Lessons From The Past

- Management studies have been under-utilized
- Data collection and analysis have been lacking
- Strategic planning has often given way to crisis management and reactive policies
- State demographic changes and legislative priorities have influenced offender profiles
- Organization has vacillated between regionalized and centralized management
- Most publicity has been negative; accomplishments have received little attention
- Lack of self-regulation and direction have resulted in intervention by other agencies, and oversight by the court system
- Funding has fluctuated based on a volatile economy
- Overcrowding has driven management decisions and funding priorities
- There has been limited interaction with the general criminal justice community

Expected Future Impacts

- Less rapid growth in population
- Aging facilities
- Continued substance abuse
- Increasing special needs populations: mentally/chronically ill, elderly, gangs, hard drug abusers
- Increasing female offender populations and demands for parity in programs
- Growing employee expectations regarding health and safety
- Trends toward alternatives to incarceration
- Growing victims' rights movement
- Environmental concerns
- Technological advances

GOAL I: Enhance Public Protection

STRATEGIES

Place MORE Emphasis On:

- Effective rehabilitation programs
- Recidivism data and research
- Meaningful involvement with other criminal justice agencies
- Community supervision
- Victim notification
- Community awareness and education/involvement

Continue the SAME Emphasis On:

- Operation of safe, secure, humane institutions with low rates of escape/violence

GOAL I: Enhance Public Protection

Strategy: Place more emphasis on recidivism data and research

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
4 FY92 The Director of Statewide Programs will seek grant or alternative funding for technical assistance to complete a recidivism study based on data collected on the Hiland Mountain Sex Offender Treatment Program.	06/01/92		

GOAL I: Enhance Public Protection

Strategy: Place more emphasis on meaningful involvement with other criminal justice agencies

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
5 FY92 The Deputy Commissioner will survey each institution and office to identify and evaluate current interagency committees, task forces, or working groups in which DOC employees are participating to assess future needs.	06/01/92		

GOAL I: Enhance Public Protection

Strategy: Place more emphasis on community supervision

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
6 FY92 The Director of Community Corrections will develop a philosophy and mission statement for the Division of Community Corrections.	12/31/91		
7 FY92 The Director of Community Corrections will request technical assistance to determine the feasibility of automated case management for community supervision.	06/01/92		

GOAL I: Enhance Public Protection

Strategy: Place more emphasis on victim notification

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
8 FY92 The Commissioner will issue revised Department Policy and Procedures addressing victim notification issues.	08/01/91		

GOAL I: Enhance Public Protection

Strategy: Place more emphasis on public awareness and community education/involvement

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
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(deferred to FY93)

GOAL I: Enhance Public Protection

Strategy: Continue the same emphasis on operation of safe, secure, humane institutions with low rates of escape/violence

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
9 FY92 The Director of Institutions will oversee American Correctional Association accreditation of Wildwood and Palmer-Medium Correctional Centers.	06/01/92		
10 FY92 The Director of Institutions will evaluate the remaining recommendations of the 1990 Prisoner Transportation Task Force and implement those deemed appropriate.	06/01/92		
11 FY92 The Director of Institutions will develop a plan to address the housing needs and parity issues of female prisoners.	09/01/91		
12 FY92 The Director of Institutions will complete a report on the feasibility, costs, and impacts of implementing live-scan, automated fingerprinting at booking institutions.	01/01/92		
13 FY92 The Director of Institutions will review prisoner activity levels at each institution and implement recommendations to reduce idleness.	06/01/92		
14 FY92 The Compliance Administrator will work with the Director of Institutions to resolve the outstanding issues related to the Final Settlement Agreement so that continued oversight by the Court will no longer be necessary after February, 1992.	10/01/91		

**GOAL II: Use Facilities and Material
Resources More Efficiently**

STRATEGIES

Place MORE Emphasis On:

- Facilities maintenance management and identification of physical plant requirements
- Security and custody classification systems to insure appropriate institutional placement of prisoners
- Effective institutional placement of statewide programs
- Alternatives to incarceration and intermediate sanctions for probation/parole violators
- Cost-efficient purchasing/procurement

GOAL II: Use Facilities and Material Resources More Efficiently

Strategy: Place more emphasis on facilities maintenance management and identification of physical plant requirements

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
15 FY92 The Facility Planner will see that the existing deteriorated Palmer Minimum Correctional Center housing units are replaced by a new housing building.	12/31/91		
16 FY92 The Facility Planner will initiate the renovation of the existing Palmer Minimum housing and support building into a program and support facility that meets program needs and current building code requirements.	12/31/91		
17 FY92 A Departmental Task Force will identify resources required by each institution to adequately maintain the physical plant to prevent deterioration of the buildings. Physical plant requirements will be specifically addressed in the Departmental budget process. This information will be incorporated into the operating and capital budgets.	10/01/91		

GOAL II: Use Facilities and Material Resources More Efficiently

Strategy: Place more emphasis on security and custody classification systems to insure appropriate institutional placement of prisoners

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
18 FY92 The Director of Institutions, with technical assistance from the National Institute of Corrections, will conduct a validation study of the prisoner classification system.	12/31/91		
19 FY92 The Director of Institutions will evaluate current institutional placements of prisoners based on the validated classification system and the DOC 1990 security audit.	06/01/92		
20 FY92 The Director of Institutions will revise classification policies and procedures to insure the least restrictive custody and placement of each prisoner, consistent with sound correctional management.	03/01/92		

GOAL II: Use Facilities and Material Resources More Efficiently

Strategy: Place more emphasis on effective institutional placement of statewide programs

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
21 FY92 A Departmental Task Force will evaluate and make recommendations on the most effective institutional placements of substance abuse, sex offender, and Prison Industries programs.	06/01/92		

GOAL II: Use Facilities and Material Resources More Efficiently

Strategy: Place more emphasis on alternatives to incarceration and intermediate sanctions for probation/parole violators

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
22 FY92 A Departmental Task Force will study the feasibility of instituting boot camps, day treatment centers, and electronic monitoring/home confinement programs to alleviate demands for hard beds.	12/31/91		
23 The Task Force will design pilot program models for each alternative assessed to be feasible.	06/01/92		
24 FY92 A Departmental Task Force will review current community residential center definitions and functions, and will propose changes to statutes, regulations, and policies as needed to maximize the use of community residential beds within acceptable levels of risk to the public.	01/01/92		
25 FY92 The Executive Director of the Parole Board will insure that the Board operates such that the percentages of released parolees returned to custody within one year are: less than 6% for a new felony conviction (currently 2%); less than 2% for a new violent felony conviction (currently .5%); less than 20% for a new non-felony conviction (currently 22%).	06/01/92		

GOAL II: Use Facilities and Material Resources More Efficiently

Strategy: Place more emphasis on cost-efficient purchasing/procurement

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
26 FY92 The Director of Institutions will develop a plan for purchasing prisoner clothing from Prison Industries and addressing the clothing needs of long term prisoners.	01/01/92		
27 FY92 The Commissioner will develop a plan to improve cost-effectiveness and inventory control with regard to institutional purchasing procedures.	07/01/91		

GOAL III: Use Human Resources More Efficiently

STRATEGIES

Place MORE Emphasis On:

- Reorganization along functional lines
- Management skills and supervisory training
- Staff utilization studies and job classification
- Employee health and safety needs
- Staff turnover
- Identification and use of employee skills/talents/interests
- Feasibility of volunteers

Continue the SAME Emphasis On:

- New hire recruitment and staff training

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on reorganization along functional lines

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
28 FY92 The Commissioner will update Department Policy 102.03, <u>Organization Chart</u> , reflecting reorganization from regional to functional lines.	07/01/91		
29 FY92 The Director of Administrative Services will restructure current PCNs, update job descriptions, reclassify/ relocate positions, and request new positions as needed to complete the shift from regional to functional organization.	08/01/91		
30 FY92 A Departmental Task Force will study the feasibility of creating an Internal Affairs investigative unit and make recommendations on implementation if feasible.	08/15/91		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on management skills and supervisory training

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
31 FY92 The Training Co-ordinator will insure that a 40-hour comprehensive supervisory skills training program in Anchorage, Fairbanks, and Juneau is made available to all supervisory employees.	06/01/92		
32 FY92 The Training Co-ordinator will insure that a 24-hour course on management skills is available for Assistant Superintendents and Superintendents.	06/01/92		
33 FY92 The Director of Community Corrections will establish and implement a minimum level of supervisory training to be completed by community corrections supervisors, including certification in a "Training for Trainers" course for all Probation Officer IIIs.	06/01/92		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on staff utilization studies and job classification

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
34 FY92 The Deputy Commissioner will develop a plan to implement the recommendations of the Peat Marwick staff utilization audit conducted between May and July, 1991.	12/31/91		
35 FY92 The Director of Administrative Services will review the recommendations of the Director of Institutions regarding the reclassification of the Correctional Officer job series, and the recommendations of the Director of Community Corrections regarding the Probation Officer job series, and will submit final recommendations to the Department of Administration, Division of Personnel.	09/01/91		
36 FY92 A Departmental Task Force will process requests for analyzing the relative costs/benefits of private vs. governmental responsibility for selected DOC functions. Initial requests for analysis include: internal on-site versus contracted drug testing for Community Corrections offenders; restitution and possibly probation fee collection.	06/01/92		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on employee health and safety needs

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
37 FY92 The Director of Institutions will insure that an Employee Assistance Program is in place at Spring Creek Correctional Center that includes employee health components.	01/01/92		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on employee turnover

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
38 FY92 A Departmental Task Force will assess levels of turnover at each institution and office, determine acceptable levels of turnover, and make recommendations to achieve acceptable levels in each unit.	04/01/92		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on the identification and use of employee skills/talents/interests

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
39 FY92 A Departmental Task Force will conduct an employee survey, catalogue results, and develop a system for updating and utilizing the information in order to involve more employees in special projects/assignments relevant to their skills/interests.	02/01/92		

GOAL III: Use Human Resources More Efficiently

Strategy: Place more emphasis on the feasibility of volunteers

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
40 FY92 The Commissioner will issue a Department Policy establishing a Student Intern program	11/01/91		
41 FY92 The Director of Community Corrections will insure that at least one student intern is placed in the Community Corrections offices in Anchorage and Fairbanks.	11/01/91		

GOAL III: Use Human Resources More Efficiently

Strategy: Continue the same emphasis on new hire recruitment and staff training

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
42 FY92 A Departmental Task Force will make recommendations to improve training officer recruitment.	12/30/91		

**GOAL IV: Develop Management Information and Planning
Systems**

STRATEGIES

Place MORE Emphasis On:

- Data collection/analysis and research
- Reliable offender population forecasting systems
- Executive staff training
- Regular, systematic audits
- Comprehensive annual report
- Analysis and response to proposed legislation

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on data collection/analysis
and research

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
43 FY92 The Deputy Commissioner will create an Office of Research and Planning to serve as a central clearinghouse for data collection/analysis and research.	07/01/91		
44 FY92 The Office of Research and Planning will publish a description of its functions and outline procedures for requesting technical assistance, grant funding, data, research materials, policy and procedure revisions, and other information from the office.	12/01/91		
45 FY92 The Director of Administration will develop procedures and data processing controls to insure accurate, reliable, and protected data entry into the OBSCIS and HOFA systems.	09/01/91		

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on reliable offender forecasting systems

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
46 FY92 The Office of Research and Planning will develop a standardized prisoner population forecasting method. The forecasting method will be based on data from jail and prison populations and will provide valid forecasts for budget and planning purposes.	09/01/91		
47 FY92 The Deputy Commissioner will develop a Statewide Facilities Master Plan, projecting the facility needs of the Department over the next five years and recommending facility modifications that will be required to meet forecasted offender needs. Distinction between jail and prison facilities and parity for female offenders will be incorporated into the plan.	12/31/91		

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on executive staff training

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
48 FY92 The Commissioner, Deputy Commissisoner, Special Assistants, and Directors will participate in a follow up training session addressing strategic planning.	06/01/92		

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on regular, systematic audits

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
49 FY92 The Director of Administrative Services will revise budgeting and accounting policies and procedures and institute regular fiscal audits of each Department component to improve budget planning and accountability.	12/31/91		

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on comprehensive annual report

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
50 FY92 The Office of Research and Planning will develop a timeline and a format for collecting and compiling information for an annual report to be published at the end of each calendar year. The annual report will be used as an internal planning document and will provide the Governor and Legislature with timely information appropriate to their needs.	12/31/91		

**GOAL IV: Develop Management Information
and Planning Systems**

Strategy: Place more emphasis on analysis and response to proposed legislation

<u>OBJECTIVE</u>	<u>Target Date</u>	<u>Date Completed</u>	<u>% Completed</u>
51 FY92 The Commissioner will direct the Department's legislative liaison to develop a system to insure that all proposed legislation affecting the Department is reviewed by the appropriate staff and that a Department position paper and fiscal note, if applicable, are submitted to the Legislature in a timely manner.	12/31/91		