



# Department of Corrections

**FY 2025 Budget Hearing Presentation**

**Submitted by: Steve Harpe, Executive Director**

# Steven Harpe

## Executive Director



The Department of Corrections serves as the agency vested with administrative direction and control over matters relating to the State's penal institutions (57 O.S. 509), prison industries (57 O.S. 510), probation and parole supervision (57 O.S. 515a), and registration of sexual or violent offenders (57 O.S. 581 et seq.).

Founded in 1967, this agency now encompasses the following divisions:

- Facilities - state operated institutional facilities (minimum, medium, and maximum security)
- Probation and Parole Services - supervision of offenders in the community
- Community Corrections - state operated community correctional facilities
- Prison Industries - manufacturing and agricultural services
- Offender Programs - inmate programs and grants (education, reentry and substance abuse, and GPS)
- Community Sentencing - community based sentencing (alternative to incarceration)
- Contracted Services - private prison, halfway house, and county jail back-up
- General Operations - agency-wide general operations (debt service, workers compensation,...)
- Central Office Operations - agency-wide central office operations provides administrative services and support
- Divisional Office Operations - agency-wide divisional office operations support services for prisons, probation and parole, and community corrections
- Health Services - inmate medical, dental and mental health
- Information Technology - agency-wide information technology services

# Agency Vision, Mission and Core Values

**Vision:** We Change Lives

**Mission:** To protect the Public, To protect the Employees, To protect the Inmates and Offenders

**Core Values:** Professionalism, Rehabilitation, Integrity, Diversity, Excellence



# Accomplishments

## Top accomplishments for FY 2023 – FY 2024

- 1) At the beginning of FY 2024, the agency successfully transitioned 3,513 staff from a monthly anticipatory payroll cycle to a bi-weekly payroll cycle which has reduced errors and simplified the payroll process. (28-day pay cycle, main payroll, supplemental payroll)
- 2) Implementation of an agency-wide computer refresh will update all computers with a three-year lease renewal. The refresh included the purchase of 1,073 devices and was an agency investment of \$993,601.
- 3) Implementation of ICON phase II provides modules for assessment and reception with sentencing calculation.
- 4) Assuming the operations of Allen Gamble Correctional Center, formerly Core Civic private prison contract, Davis Correctional Facility, closure of North Fork Correctional Center and the opening of Great Plains Correctional Center was strategically done to improve operations and inmates conditions of confinement.
- 5) The introduction of Telepsych appointments for inmates has increased the number of available telepsychiatry appointment by 3,891 so far in FY 2024. Telemed reduced “in person” visits by 5% in FY 2023 (established in June 2023) and is projected to reduce “in person” visits by 50% in FY 2024.





# Challenges

## Top Challenges (current & upcoming years)

- 1) Recruitment and retention
  - Attracting qualified candidates for positions in rural locations
  - Improving work culture, communication and accurately accessing needs based on job requirements
- 2) The ability to maintain buildings and advance with technology within infrastructures averaging 82 years old.
- 3) Population management is strained when inaccurate sentencing documentation requires revisions from counties for inmates awaiting reception and continual legislative reform and law changes creating challenges when forecasting population projections.
- 4) Contraband potentially laced with fentanyl has increased hazard risks for staff and inmates.



# Savings & Efficiencies (Current or Planned)

Savings or Efficiency Name	Brief description of how savings were achieved	Savings in Unit of Measurement*	FY 2023 (Actual \$ Savings)	FY 2024 (Projected \$ Savings)	FY 2025 (Projected \$ Savings)
<b>ICON</b>	Reduction of manual processes replaced with an electronic platform	Agency will recognize a reduction of administrative FTE at the completion of Phase IV	Completion of Phase II	Completion of Phase III	Completion of Phase IV
<b>GPCC/NFCC</b>	Closing NFCC and opening GPCC at a reduced lease cost	Lease cost	<b>\$3.7 M</b>	<b>\$3.7 M</b>	<b>\$3.7 M</b>
<b>Litigation</b>	Due to ruling, this is a cost avoidance to the agency and the state of Oklahoma	Cost avoidance	<b>\$727,490</b>	<b>\$1 M</b>	<b>\$1 M</b>
<b>Medical</b>	Increase FTE to reduce contracted services	Contracted Medical Providers	<b>N/A</b>	<b>\$3 M</b>	<b>\$5 M</b>

\* Hours, FTE, square feet, etc.



# Agency Goals and Key Performance Metrics

Goal		Metric	FY 22 Actuals	FY 23 Actuals	FY 24 Target	FY 29 Target
1	ICON development and implementation	Project schedule to validate all deliverables and milestones	100% Completed Probation and Parole	100% Population Assessment and Reception and Time Calculation	100% Case Management	Full Implementation
2	Information Technology Modernization Rebuild the organization's network, agency computer refresh, facilities radio refresh, security cameras refresh		20%	30%	40%	90%
3	Recruitment and Retention – total number of separations during the fiscal year/FY beginning headcount	Recruit and retain talented individuals	27%	22%	15%	12%
4	Inmate Services and Programs – total number of inmates participating in Reentry/Transition programming	Increase percentage of inmates completing reentry/transitional programming	Participation 4,611 Completion 3,021 65%	Participation 6,903 Completion 4,481 65%	Participation 7,000 Completion 4,550 65%	Participation 7,000 Completion 4,900 70%
5	Personal Identification – number of eligible inmates receiving personal identification (birth certificates and State ID) before discharge	Increase number of eligible inmates discharging with birth certificates and State IDs	Releases: 5,972 Birth Certificates 2,037 (34%) State ID 323 (5.45%)	Releases: 5,856 Birth Certificates 3,651 (62%) State ID 1,055 (18%)	Releases: 5,800 Birth Certificates 4,000 (68%) State ID 1,450 (25%)	Releases: 5,800 Birth Certificates 4,000 (68%) State ID 1,450 (25%)



# Projects for FY 2024 - 2025

## Projects

- 1) An expansion of Lindsey Municipal Hospital will include at least 12 step down beds to provide a lower cost bed while patients are waiting to be released back to the facility infirmary and will reduce the amount of transports and officers leaving the facility.
- 2) The Paperless Scanning Project is ongoing with the goal to simplify information sharing, decrease storage space and to serve as a cost savings for the agency.
- 3) Phase I construction will begin the process of reviving the Oklahoma State Penitentiary Rodeo Arena as a public venue and to restart the tradition of having Oklahomans attend rodeo events and be more connected to the community.
- 4) Implement agency Call Center
- 5) Offender Advocacy and Inmate Surveys serve to include the voice of inmates and offenders and through data collection and analysis will work to improve the environment and overall well-being of those in the care of ODOC.





# Historic Actual Expenditures (FY 2019-23) and Current Year Budget (FY 2024)

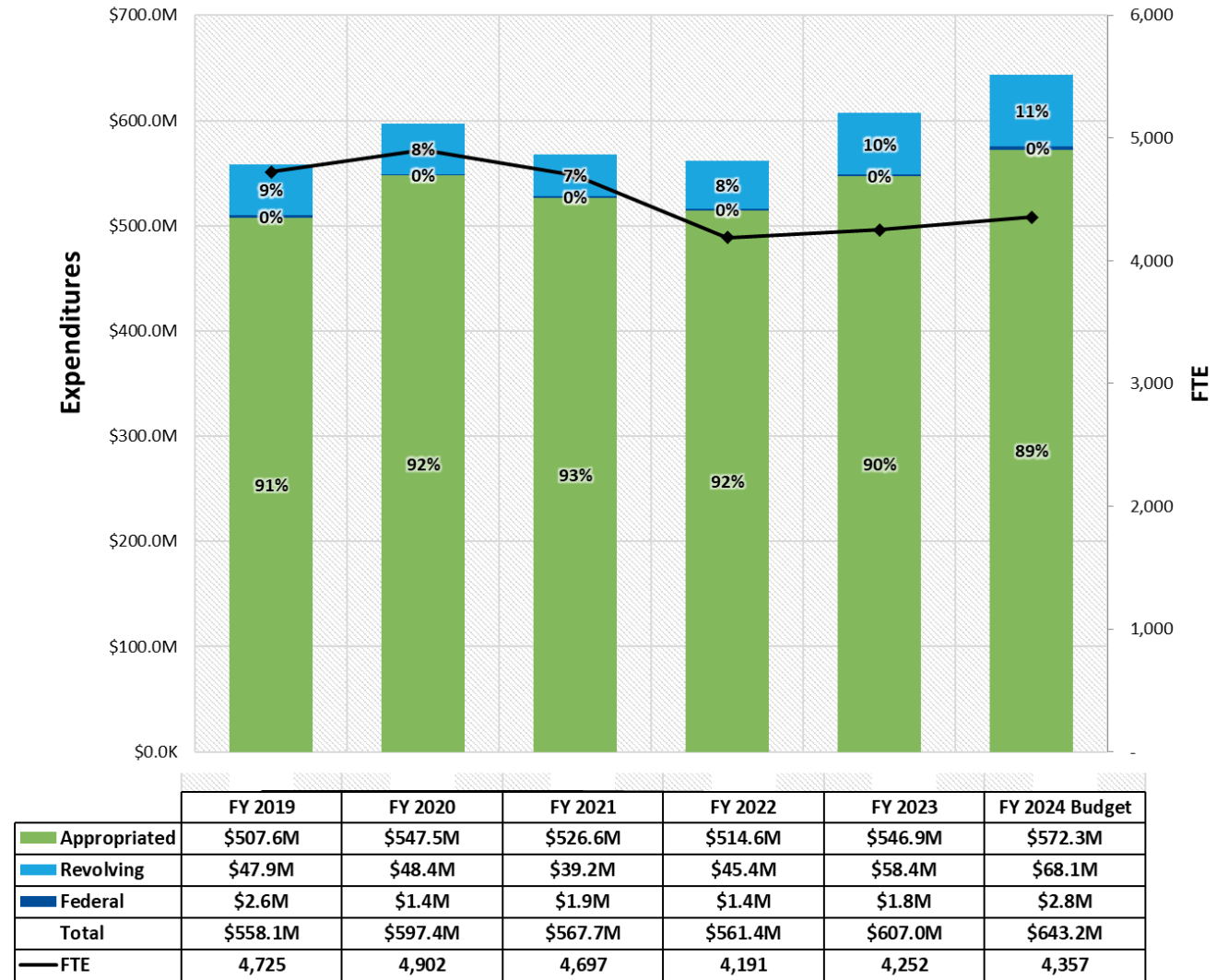
## Explanation of Significant Changes and Trends

Agency expenditures are driven by three major components which account for 75% of total expenditures, payroll, contracted beds, jail backup, and health services.

- Contracted beds expenditures declined by \$30,637,361 from 2019-2023 due to the agency moving inmates into state beds and eliminating contracts with private facilities and halfway houses. Meanwhile jail backup expenditures have increased by \$4,042,159 from 2019-2023.
- Since 2020, the agency has focused on treating Hepatitis C and has expended \$37,772,804 from 2020-2023.
- FY 2024 budget increases include pay raises, additional private prison per diem, food, fuel, clothing, information technology and facility maintenance.

Over the past several years, the agency has experienced a steady decline in the number of full-time employees (headcount) and increased overtime costs. During FY2024, the agencies FTE stabilized when compared to the prior year of an average loss of 40 full-time employees per month. With the reduction of the inmate population, a reinvestment initiative was approved and implemented in March of 2023 to improve the retention and recruitment efforts. This has allowed DOC to establish competitive salaries in line with other state agencies stabilizing the work force.

## Historic Actual Expenditures and Current Year Budget



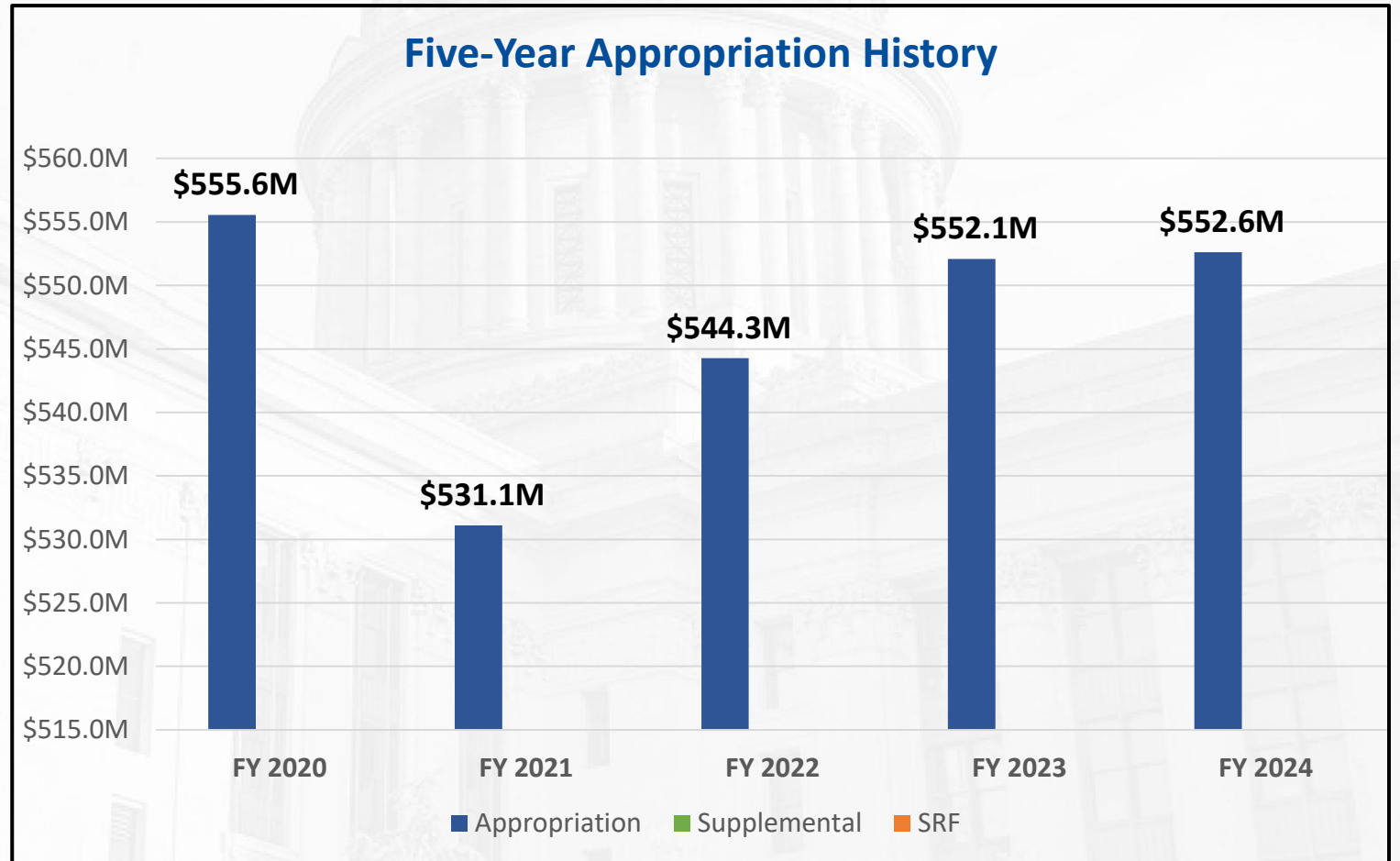


# FY 2024 Budgeted Full Time Equivalents (FTE)

	FY 2024 Budgeted FTE
<b>Total FTE</b>	4,357
<b>Supervisor FTE</b>	917
<b>Supervisors to Total FTE Ratio (%)</b>	21%

# Appropriation History

Fiscal Year	Legislated Appropriation (\$) (Includes supplementals and SRF/ARPA.)
FY 2020	\$555,559,824
FY 2021	\$531,112,247
FY 2022	\$544,278,904
FY 2023	\$552,082,900
FY 2024	\$552,606,940



*\*Includes Supplemental and Statewide Recovery Fund (ARPA) appropriations.*



# Financial Resource Analysis

Carryover	FY 2020	FY 2021	FY 2022	FY 2023
Total appropriated carryover amount expended (\$)	\$9,917,928	\$16,961,490	\$21,477,807	\$41,902,502

Historical Cash Balances	FY 2020	FY 2021	FY 2022	FY 2023
Year End Revolving Fund Cash Balances <i>(All Revolving Funds)</i>	\$19,427,864	\$27,069,353	\$35,612,906	\$28,152,371

Class Fund # <i>(Unrestricted only)</i>	Class Fund Name <i>(Unrestricted only)</i>	Current cash balance (\$)
200	200 Revolving Fund – as of 11/6/23	\$15,297,756
280	280 Prison Industries Revolving Fund – as of 11/6/23	\$7,242,719
	<b>Total Current Unrestricted Fund Cash balance:</b>	\$22,540,475

Fiscal Year	Agency's plan to deploy unrestricted cash (including amounts):
FY 2024	
FY 2025	
FY 2026	



*Unrestricted funds are those that are not limited by state or federal law, rule, regulation, other legally binding method, or donor restriction.*



# FY 2022 Incremental Appropriation Review

<i>Purpose of appropriation increase / decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Included in FY24 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
<b>FY 2022</b>				
Debt Service Adjustment	\$126,657	Yes	Yes	
GEO (Private Prison) Per Diem Increase	\$1,800,000	Yes	Yes	
Partial Restoration of Hep C Budget	\$3,240,000	Yes	Yes	
Correctional Officer Training and Hiring	\$8,000,000	Yes	Yes	Restructured training for the cadet academy, offering correctional officers the option to attend DOC CLEET academy, implemented sign on bonus \$1,000-\$2,000 for correctional officers that successfully complete cadet academy, provided a 20% base pay raise in March of 2023
<b>Total adjustment</b>	<b>\$13,166,657</b>			

*\*Do not include SRF / ARPA appropriation increases.*



# FY 2023 Incremental Appropriation Review

<i>Purpose of appropriation increase / decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Included in FY24 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
<b>FY 2023</b>				
GEO (Private Prison) Per Diem Increase \$5.00	\$4,894,650	Yes	Yes	
Core Civic (Private Prison) Per Diem Increase \$5.00	\$2,920,000	Yes	Yes	DOC signed a lease agreement for Davis Correctional Facility and assumed operational responsibility effective October 1, 2023.
OCIA Lease Payment Change	\$(10,654)	No		
<b>Total adjustment</b>	<b>\$7,803,996</b>			



*\*Do not include SRF / ARPA appropriation increases.*

# FY 2024 Incremental Appropriation Review

<i>Purpose of appropriation increase / decrease</i>	<i>Amount of increase or decrease (\$)</i>	<i>Does this need to be included in your FY 2025 appropriation? (Yes/No)</i>	<i>If yes, included in appropriation for same purpose? (Yes/No)</i>	<i>If not included for same purpose, please explain.</i>
<b>FY 2024</b>				
Pay Raises for Teachers	\$524,040	Yes	Yes	
	\$			
	\$			
	\$			
	\$			
	\$			
	\$			
	\$			
<b>Total adjustment</b>	\$524,040			



*\*Do not include SRF / ARPA appropriation increases.*