

**Information Technology Project Request**

**Feasibility Study Report  
Executive Approval Transmittal**



**Department Name**

California Department of Corrections and Rehabilitation

**Project Title (maximum of 75 characters)**

Disability and Effective Communication Accommodation Tracking System

Project Acronym	Department Priority	Agency Priority
DECATS		

**APPROVAL SIGNATURES**

I am submitting the attached Feasibility Study Report (FSR) in support of our request for the Department of Finance's approval to undertake this project.

I certify that the FSR was prepared in accordance with State Administrative Manual Sections 4920-4930.1 and that the proposed project is consistent with our information technology strategy as expressed in our current Agency Information Management Strategy.

I have reviewed and agree with the information in the attached FSR.

<b>Agency Information Officer</b>		<b>Date Signed</b>
		8/29/08
<b>Printed name:</b>	Joe Panora	
<b>Budget Officer (A)</b>		<b>Date Signed</b>
		8/11/08
<b>Printed name:</b>	Dave Lewis	
<b>Director – Division of Support Services</b>		<b>Date Signed</b>
		10/16/08
	Heidi Lackner	
<b>Agency Secretary</b>		<b>Date Signed</b>
<b>Signed by Director – Division of Support Services designee for Agency Secretary</b>		
<b>Printed name:</b>	Matthew Cate	

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION A: EXECUTIVE SUMMARY**

<b>1. Submittal Date</b>	10/17/08
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	<b>FSR</b>	<b>SPR</b>	<b>PSP Only</b>	<b>Other:</b>
<b>2. Type of Document</b>	X			
<b>Project Number</b>				

		<b>Estimated Project Dates</b>	
<b>3. Project Title</b>	Disability and Effective Communication Accommodation Tracking System	<b>Start</b>	<b>End</b>
<b>Project Acronym</b>	DECATS	9/2008	8/2010

<b>4. Submitting Department</b>	California Department of Corrections and Rehabilitation
<b>5. Reporting Agency</b>	

<b>6. Project Objectives</b>
<ol style="list-style-type: none"> <li>1. Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring disabled offenders are housed appropriately consistent with their housing restrictions.</li> <li>2. Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring developmentally disabled offenders are provided adaptive supports as required by the CRP.</li> <li>3. Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring disabled offenders are housed in areas with working accessible features such as showers and toilets.</li> </ol>

<b>8. Major Milestones</b>	<b>Estimated Complete Date</b>
Project Approval	9/2008
Establish Positions and Hire Staff	9/2009
Hire Development Contractors	6/2009
Procure System Hardware and Software	6/2009
Develop Requirements	10/2008
Deploy Solution	8/2010
Develop PIER	9/2011
<b>Key Deliverables</b>	
Complete Project Management Plan	9/2008
Requirements Definition Document	3/2009
Complete Application Testing	3/2010
Complete User Training	8/2010
PIER Complete	3/2012

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE**  
**SECTION A: EXECUTIVE SUMMARY**

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|--|--|
| <ol style="list-style-type: none"><li>4. Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties regarding Health Care Appliances.</li><li>5. Provide an efficient and effective method to identify an offender's accommodation and effective communication needs for clinical encounters when scheduling clinical encounters.</li><li>6. Provide authorized CDCR staff and contract staff with access to DECATS.</li></ol> |  |
|--|--|

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<b>7.</b>	<b>Proposed Solution</b>
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	<p>The Proposed Solution leverages information already captured in existing systems and adds new functionality where appropriate to meet the business needs. The Proposed Solution also attempts to minimize the impact on existing systems and processes which are not directly related to ADA needs.</p>
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**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION B: PROJECT CONTACTS**

<b>Project #</b>	
<b>Doc. Type</b>	FSR

<b>Executive Contacts</b>								
	<b>First Name</b>	<b>Last Name</b>	<b>Area Code</b>	<b>Phone #</b>	<b>Ext.</b>	<b>Area Code</b>	<b>Fax #</b>	<b>E-mail</b>
<b>Agency Secretary</b>	Matthew	Cate	916	323-6001		916	442-2637	Matthew.Cate@cdcr.ca.gov
<b>Director - Division of Support Services</b>	Heidi	Lackner	916	323-6001		916	442-2637	Heidi.Lackner@cdcr.ca.gov
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<b>AIO</b>	Joe	Panora	916	358-2101		916	358-2480	Joe.Panora@cdcr.ca.gov
<b>Project Sponsor</b>	Julian	Martinez	916	324-0407		916	442-2637	Julian.Martinez@cdcr.ca.gov

<b>Direct Contacts</b>								
	<b>First Name</b>	<b>Last Name</b>	<b>Area Code</b>	<b>Phone #</b>	<b>Ext.</b>	<b>Area Code</b>	<b>Fax #</b>	<b>E-mail</b>
<b>Doc. prepared by</b>	Michele	Elliott	916	358-2012		916	358-2322	Michele.Elliott@CDCR.ca.gov
<b>Primary contact</b>	Michele	Elliott	916	358-2012		916	358-2322	Michele.Elliott@CDCR.ca.gov
<b>Project Manager</b>								

**INFORMATION TECHNOLOGY PROJECT SUMMARY**  
**SECTION C: PROJECT RELEVANCE TO STATE AND/OR DEPARTMENTAL PLANS**

1.	What is the date of your current Operational Recovery Plan (ORP)?	Date	April 2004
2.	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	August 2005
3.	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	CalTIPS
		Page #	

Project #	
Doc. Type	FSR

4.	Is the project reportable to control agencies?		Yes	No
			X	
	If YES, CHECK all that apply:			
	X	a) The project involves a budget action.		
		b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	c) The estimated total development and acquisition cost exceeds the departmental cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).			
	d) The project meets a condition previously imposed by Finance.			

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION D: BUDGET INFORMATION**

<b>Project #</b>	
<b>Doc. Type</b>	<b>FSR</b>
	<b>X</b>

<b>Budget Augmentation Required?</b>									
	<b>No</b>								
	<b>Yes</b>	<b>X</b>	<b>If YES, indicate fiscal year(s) and associated amount:</b>						
	<b>FY</b>	<b>2008/09</b>	<b>FY</b>	<b>2009/2010</b>	<b>FY</b>	<b>2010/2011</b>	<b>FY</b>	<b>2011/2012</b>	<b>FY</b>
	\$	5,582,200	\$	3,781,720	\$	2,031,133	\$	1,531,483	\$

**PROJECT COSTS**

1.	Fiscal Year	2008/2009	2009/2010	2010/2011	2011/2012		TOTAL
2.	<b>One-Time Cost</b>	\$ 4,823,096	\$ 2,340,612	\$ 414,979	\$ 0	\$	\$ 7,578,687
3.	<b>Continuing Costs</b>	\$ 848,520	\$ 1,530,523	\$ 1,651,921	\$ 1,657,031	\$	\$ 5,687,995
4.	<b>TOTAL PROJECT BUDGET</b>	\$ 5,671,616	\$ 3,871,136	\$ 2,066,900	\$ 1,657,031	\$	\$ 13,266,683

**SOURCES OF FUNDING**

5.	<b>General Fund</b>	\$ 5,582,200	\$ 3,781,720	\$ 2,031,133	\$ 1,531,483	\$	\$ 12,926,536
6.	<b>Redirection</b>	\$ 89,416	\$ 89,416	\$ 35,767	\$ 25,548	\$	\$ 240,147
7.	<b>Reimbursements</b>	\$	\$	\$	\$	\$	\$
8.	<b>Federal Funds</b>	\$	\$	\$	\$	\$	\$
9.	<b>Special Funds</b>	\$	\$	\$	\$	\$	\$
10.	<b>Grant Funds</b>	\$	\$	\$	\$	\$	\$
11.	<b>Other Funds</b>	\$	\$	\$	\$	\$	\$
12.	<b>PROJECT BUDGET</b>	\$ 5,671,616	\$ 3,871,136	\$ 2,066,900	\$ 1,657,031	\$	\$ 13,266,683

**PROJECT FINANCIAL BENEFITS**

13.	<b>Cost Savings/Avoidances</b>	\$	\$	\$	\$	\$	\$
14.	<b>Revenue Increase</b>	\$	\$	\$	\$	\$	\$

**Note: The totals in Item 4 and Item 12 must have the same cost estimate.**

**INFORMATION TECHNOLOGY PROJECT SUMMARY PACKAGE  
SECTION E: VENDOR PROJECT BUDGET**

<b>Vendor Cost for FSR Development (if applicable)</b>	<b>\$NA</b>
<b>Vendor Name</b>	

<b>Project #</b>	
<b>Doc. Type</b>	FSR

**VENDOR PROJECT BUDGET**

1.	Fiscal Year	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
2.	Primary Vendor Budget	\$	\$1,682,500	\$1,099,500	\$ 350,000	\$	<b>\$3,132,000</b>
3.	Independent Oversight Budget	\$	\$ 178,560	\$ 178,560	\$ 29,790	\$	<b>\$ 386,910</b>
4.	IV&V Budget	\$	\$ 119,040	\$ 119,040	\$ 19,860	\$	<b>\$ 257,940</b>
5.	Other Budget	\$	\$ 290,000	\$ 150,000	\$	\$	<b>\$ 440,000</b>
6.	<b>TOTAL VENDOR BUDGET</b>	<b>\$</b>	<b>\$2,270,100</b>	<b>\$1,547,100</b>	<b>\$ 399,650</b>	<b>\$</b>	<b>\$4,216,850</b>

------(Applies to SPR only)-----

**PRIMARY VENDOR HISTORY SPECIFIC TO THIS PROJECT**

7.	Primary Vendor	
8.	Contract Start Date	
9.	Contract End Date (projected)	
10.	Amount	\$

**PRIMARY VENDOR CONTACTS**

	Vendor	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
11.									
12.									
13.									

<b>Project #</b>	
<b>Doc. Type</b>	FSR

**RISK ASSESSMENT**

	Yes	No
Has a Risk Management Plan been developed for this project?	X	

General Comment(s)
See Risk Management Plan included in FSR.

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**STATE OF CALIFORNIA  
DEPARTMENT OF CORRECTIONS  
AND REHABILITATION**

FEASIBILITY STUDY REPORT

**DISABILITY AND EFFECTIVE  
COMMUNICATION  
ACCOMMODATIONS TRACKING  
SYSTEM**



SUBMITTED:  
October 2008

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**ATTACHMENTS**

- Attachment A Organizational Charts
- Attachment B Risk Management Worksheet
- Attachment C Economic Analysis Worksheet

## **1.0 BUSINESS CASE**

The purpose of this Feasibility Study Report (FSR) is to propose an Information Technology (IT) solution that will enable the California Department of Corrections and Rehabilitation (CDCR) to meet its legal obligation to provide facilities and due processes that comply with the requirements of the Americans with Disabilities Act (ADA); Section 504 of the Rehabilitation Act, the *Armstrong v. Schwarzenegger* (*Armstrong*) Permanent Injunctions, the *Clark v. State of California* (*Clark*) Remedial Plan, the *Valdivia v. Schwarzenegger* (*Valdivia*) Stipulated Permanent Injunction and the US Supreme Court cases of *Morrissey v. Brewer* (*Morrissey*), and *Wolff v. McDonnell* (*Wolff*), and their progeny relating to due process events.

*Armstrong* is a class action lawsuit filed on behalf of all inmates and parolees with disabilities, specifically referring to all current and future California State inmates and parolees with mobility, hearing or sight impairments, or with developmental or learning disabilities, that substantially limit a major life activity. CDCR settled the case by agreeing to accommodate prisoners' disabilities and provide equal access to programs, services and hearings.

*Clark* is a class action lawsuit filed on behalf of all inmates and parolees with developmental disabilities based on violations of the 14<sup>th</sup> and 8<sup>th</sup> amendments to the United States Constitution claiming that CDCR did not adhere to the ADA.

*Valdivia* is a class action lawsuit filed on behalf of parolees which alleged that California's parole revocation procedures violated their due process rights granted under the 14th Amendment of the United States Constitution as articulated in *Morrissey*. The Parolees challenged California's unitary parole revocation system which caused parolees to be held in custody for long periods of time without a hearing to determine if there was probable cause to justify holding the parolee in custody. After the Court awarded summary judgment to Plaintiffs, CDCR settled the case by agreeing to specific reforms of the revocation process.

*Wolff* defines the due process rights of prisoners during the prison disciplinary hearings.

### ***Armstrong* Background**

In a series of decisions commencing in 1996 and culminating in 2002, the *Armstrong* Court found that CDCR's treatment of inmates with disabilities violates the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act. In response, CDCR issued the *Armstrong* Remedial Plans (ARPI and ARPII), which sets forth CDCR's policies and procedures as it relates to the ADA and Section 504. In 1999 the *Armstrong* court also incorporated the *Clark* Remedial Plan. Commencing in 1999 and continuing to the present, plaintiffs' counsel have engaged in extensive monitoring of CDCR for compliance with the ADA, Section 504, the Permanent Injunction, and the *Armstrong* Remedial Plan. This monitoring effort has not brought CDCR into compliance. While some individual prisons have improved their compliance, it has become increasingly clear that CDCR is unable to meet its court ordered obligations. This inability to comply with the Court's orders and with federal law causes significant harm to the plaintiff class, and could potentially place CDCR in contempt of court.

In May 2006, the Court granted Plaintiff's motion to enforce and has subsequently issued a series of orders mandating CDCR to come into compliance with the ARPs. At the heart of these orders is the lack of viable means to track offenders with disabilities, including accommodations required to promote disabled offenders' participation in programs, services and hearings. The CDCR created the Disability

and Effective Communication System (DEC) after the May 2006 order, but the system lacks the functionality required for the Department to meet its obligations under the ARPs. Consequently, the Court continues to order expanded IT functionality requirements, and to expand previous orders to include specific subpopulations of disabled offenders, such as parolees being served conditions of parole, and the consideration of remedial sanctions in lieu of incarceration. CDCR can expect that the Court will continue to expand the specific orders to other subpopulations, like the specific due process events during prisoners' disciplinary hearings, until the CDCR comes into compliance. The Department can also expect that failure to meet the Court's expectations will result in sanctions.

### **Specific IT Requirements of Recent *Armstrong* Orders<sup>1</sup>**

In January 18, 2007, the *Armstrong* court said, "underlying all of these violations is defendants' failure to adequately track prisoners' disabilities and the accommodations they need" noting that the current system for tracking prisoners is "unreliable, non-comprehensive, and insufficient." Likewise, the September 11, 2007, order highlights the CDCR's failure to create and maintain a system for tracking prisoners and parolees, to identify prisoners with disabilities prior to parolee proceedings, and to actually provide the necessary accommodations at those proceedings. The January 18, 2007 order, coupled with the September 11, 2007 order, requires the CDCR to create an IT system that continuously tracks prisoners' disabilities and the accommodations needed for those disabilities, in order to properly house and provide accommodations during parole proceedings. The Court requires the following functionalities:

- A state-wide, computerized, networked real-time<sup>2</sup> tracking system (1/18/07 Injunction at p.6, lines 2-3)
- The system shall be integrated with the BPH tracking system (1/18/07 Injunction at p.6, line 4)
- The system shall include prisoners' disability designations, and accommodation requirements (1/18/07 Injunction at p.6, line 5-6)
- The system shall include specific accommodations such as lower bunks, ground floor housing, assistive devices, and effective communication needs such as sign language interpreters, large print and scribes (1/18/07 Injunction at p.6, lines 6-8)
- The system shall include placement and classification<sup>1</sup> factors for inmates whose disabilities affect placement (1/18/07 Injunction at p.6, lines 9-13)
- The system shall be updated continuously as new information is received (1/18/07 Injunction at p.6, lines 14-15)
- The system shall generate an inventory of housing placements available to prisoners with housing restrictions, including information regarding the state of repair of accessible features. The placement inventory shall be updated continuously as new information is received. (1/18/07 Injunction at p.6, lines 17-25; and 9/11/7 order at p.2, lines 16-17)

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<sup>1</sup> For a comprehensive legal analysis of the Courts' requirements relative to the Business Objectives found herein in section 1.3 refer to Attachment D.

<sup>2</sup> Real time means that as soon as information is known that the system would reflect the new information and make that information available to everyone else accessing the system.

- The court requires staff from Division of Adult Institutions (DAI), Division of Adult Parole Operations (DAPO), and Board of Parole Hearings (BPH) to update the disability and accommodation needs of prisoners and parolees in near real time to allow the divisions to communicate with each other as to the prisoners' needs. (1/18/07 Injunction at p.6, lines 2-3; 9/11/07 Order at p.12, line 4 – p.14, line 13; p.16, lines 12-22; p.18, lines 7-11; p.19, lines 3-8).

As a practical matter, the Court also requires IT support to achieve compliance with its mandates that the CDCR develop a staff accountability system, and a timely prisoner grievance system. The Institutions accountability system “shall track the record of each Institution and the conduct of individual staff members who are not complying with these requirements.” (1/18/07 Injunction at p.7, lines 6-10). Likewise, DAPO and BPH accountability systems require “holding Parole District Administrators, Associate Chief Deputy Commissioners and all subordinate staff accountable for compliance.” (1/18/07 Injunction at p.21, lines 2-16). The accountability system will require tracking the activity of tens of thousands of staff over 180 parole offices, 33 prisons and in a variety of locations in the community.

Similarly, the Grievance system should incorporate the activities already captured by staff as they daily document their accommodation of prisoners' disabilities. An attempt to use paper or stand-alone systems will only perpetuate the CDCR's failure to comply with the Court's order due to its failure to maintain a timely Grievance System.

### **Clark Background**

In July 1998, CDCR entered into the *Clark* Remedial Plan (CRP) requiring the Department to screen all newly arrived inmates for developmental disabilities; to train staff to recognize, communicate with, and interact with inmates/parolees with developmental disabilities; to provide equal access to all offenders' programs, activities and services; to ensure appropriate classification and safe housing; to provide staff assistance with disciplinary, classification, and other processes as needed; and to ensure adequate medical care.

CDCR's criteria for inclusion in the Developmental Disability Program (DDP) under the CRP is 1) low cognitive ability, usually IQ less than 80, and 2) significant adaptive functioning deficits in the correctional setting, which includes dementia until the prisoner receives permanent 24-hour nursing care. CDCR's DDP inclusion criteria is more inclusive than California's requirements under the Lanterman Act because CDCR does not exclude for age of onset (Lanterman Act requires onset before age 18 years), does not include specific diagnosis criteria, but rather includes all developmental disabled prisoners, and does not exclude inmates with IQs above 70. Additionally, CDCR includes all inmates who, due to low cognitive ability, have significant vulnerability concerns and adaptive support needs. The extra supervision of DDP prisoners allows for safer and efficient programming in less restrictive and less expensive settings. That is, the *Clark* extra supervision allows some inmates to be housed on the mainline who otherwise would need to be housed in special placements such as Administrative Segregation (AdSeg), Enhanced Outpatient Program (EOP) or Clark Treatment Center (CTC).

### **Valdivia Background**

In 2003, CDCR entered into a stipulated agreement to reform its parole revocation system to meet minimum due process requirements by creating a bifurcated system with a probable cause hearing in addition to a full revocation hearing where necessary, and with strict timelines where there is a probable cause determination made soon after arrest. The reformed system also calls for attorneys for all parolees,

substantive due process that comports with *Morrissey*, and consideration of remedial sanctions at each stage in the revocation process. Like all proceedings with due process implications, the hearings and processes under the *Valdivia* Injunction require compliance with *Armstrong* and *Clark*.

### **The Relationship between *Armstrong*, *Clark* and *Valdivia***

The success of the *Valdivia* litigation depends upon compliance with *Armstrong* because the *Valdivia* Injunction incorporates the mandates of *Armstrong*. The vast majority of parole proceeding identified in *Armstrong* exceeding 94% is either parole revocation or revocation extension proceedings. This equates to approximately 135,000 parole revocation and revocation extension cases per year. Additionally, the September 11, 2007 *Armstrong* order broadens the scope of parole proceedings that relate to *Valdivia* hearings to include, for the entire parolee population, agents and correctional counselors providing accommodation, including effective communication, anytime they present conditions of parole which includes 67,385 new parolees and 63,971 parolees released from revocation annually. There are also approximately 134,064 “continue on parole” (COP) actions annually where the agent may be required to provide reasonable accommodations and must ensure effective communication to consider diversion from revocation to remedial sanctions based on the latest *Armstrong* order.

### **Lack of Integrated IT Support**

The CDCR currently does not have one system that integrates all of the functionality required to support staff effort to comply with *Armstrong*, *Clark* and *Valdivia*. A critical piece to developing a comprehensive plan to achieve compliance in *Armstrong* is development of one application to track all of the Department’s functional requirements of the ARPs and the overlapping requirements of the *Clark* and *Valdivia* Injunctions.

The CDCR has many IT systems, none of which suffice to meet the requirements of the *Armstrong* court. On August 24, 2006, the CDCR certified to the Court that of all of its relevant tracking systems, only three (BPH ADA Database, Distributed Data Processing System (DDPS), and Cal Parole Tracking system) were feasible. Currently the CDCR has the DEC system, as a result of the May 30, 2006 motion to enforce, with partial functionality for tracking disabilities. DEC only solves part of the Court’s requirements. It does not communicate with the stand alone systems local to the Institutions about housing needs. The Statewide Automated Prevention Maintenance System (SAPMS) and DDPS programs are stand alone systems, do not adequately track ADA assets, and are not integrated for staff attempting to make housing placement decisions. There is currently no system that tracks appliances and accommodations by housing staff, nor in the housing programs, nor is there a system that tracks available appliance inventory. Thus, when a prisoner files a grievance, staff has no means to determine what actions staff took to accommodate the prisoner. The Inmate Appeals Tracking System (IATS) includes 1824s, but does not incorporate the reasoning of actual decisions, cannot track timelines for cases requiring outside medical consultation, and is a stand alone system making it a paper system as soon as the prisoner leaves the Institution where the grievance initiated. The current systems do not have the ability for DAI to communicate to DAPO prisoners’ disabilities and associated accommodations when released to parole. Likewise, the current systems do not allow communication between DAPO and Division of Addiction and Recovery Services (DARS) when parolees are diverted to remedial sanctions. There is no system to account for parolees unable to participate in revocation proceedings due to psychological impairment, nor a means to return them to the process upon achieving capacity to participate. The current system requires the BPH to check the DEC system to determine disability requirements prior to parole proceedings, but does not allow DAI to ensure that the prisoner has the applicable accommodation when escorting the prisoner to the hearing. In sum, presently there is no

system to determine the good work that staff do to accommodate prisoners, nor to hold staff accountable for failing to accommodate disabled prisoners.

There is simply too much information, and too many requirements to comply with, not to invest in a centralized application, available to staff across the divisions, that allows the Department to determine a prisoner's needs at any given time, and to accommodate those needs by viewing the available housing, appliances, and other features across the Institutions and locations where programs, services and parole proceedings occur. The costs associated with failing to comply with *Armstrong* far exceed the financial investment in creating an application that encompasses all the functionality ordered by the Court. The application will allow the Department to determine breaks in process, training, and the need for discipline, as well as provide staff the information needed in real time to make decisions about housing, maintenance, appliances, and ultimately the best means to accommodate disabled prisoners.

Previous efforts to produce IT solutions aimed at complying only with the minimum requirements of a specific court order without considering the entire scope of the IT support necessary to comply with the ARPs only perpetuate the Department's inability to satisfy its obligations under *Armstrong*. Not only does it create frustration for the Court and thus increase the likelihood of sanctions, it promotes the concept that staff does not have to fully comply. Without viable means to comply, staff continues to operate under the presumption that they should do the best they can with the limited resources provided. In order to mandate that staff fully comply with the ARPs, CDCR must provide IT resources to support the operational requirements of the ARPs, as well as a means to discern staff compliance in order to employ accountability mechanisms.

## **Conclusion**

This FSR will identify a proposed IT solution that meets the department's business case and satisfies the court order that requires CDCR to develop and implement a statewide real time tracking system for inmates with disabilities. The system will provide the support necessary for CDCR to comply with the requirements of the ARPs, including their interrelation to the *Clark* and *Valdivia* lawsuits. In studying the solution Enterprise Information Services (EIS) will maximize the CDCR's current existing systems, and will design the application for integration into SOMS where possible. The EIS will integrate, to the extent possible, systems such as the Inmate Appeals tracking System (IATS), the Clark Developmental Disability Automated Tracking System (CDDATS) as well as any other viable adjuncts to a comprehensive application.

## **1.1 BUSINESS PROGRAM BACKGROUND**

### **CDCR Mission and Organization**

The mission of the CDCR is to improve public safety through crime prevention and recidivism reduction. The CDCR operates State prisons, oversees a variety of community correctional facilities, and supervises

all parolees during their re-entry into society. The Department operates 33 adult institutions with an inmate population of approximately 164,000, 9 youth correctional facilities, 86 parole offices, 38 conservation camps, five prison mother facilities and inmate health care facilities.

Based on findings of the Corrections Independent Review Panel, established by Governor Schwarzenegger in February 2004, the Youth and Adult Correctional Agency (YACA) and the departments and boards within YACA became the California Department of Corrections and Rehabilitation (CDCR). The new CDCR is aligned and consolidated by function into three divisions: Adult Operations, Adult Programs, and Juvenile Justice. A detailed CDCR organization chart is presented in Attachment A.

## **BUSINESS BACKGROUND**

### **Board of Parole Hearings (BPH)**

The mission of the BPH is to protect and preserve public safety through the exercise of statutory authorities and policies, while ensuring the due process rights of criminal offenders under BPH jurisdiction. BPH has sole authority by statute and case law to conduct hearings for prisoners sentenced to life sentences with the possibility of parole, (Lifer), revocation hearings (REXH), revocation extension hearings (EXT), and hearings involving mentally disordered offenders (MDO) and sexually violent predators (SVP). The BPH conducts five types of Lifer hearings: documentation hearings, initial and subsequent parole suitability hearings, progress hearings and rescission hearings. In all these proceedings/hearings, offenders with disabilities must be provided Americans with Disabilities Act/Effective Communications (ADA/EC) accommodations to ensure due process. The BPH includes the Americans with Disabilities Act Compliance Unit (ADACU).

### **Office of Legal Affairs (OLA)**

In the 2005 reorganization of CDCR, the Board of Prison Terms (BPH) and CDCR legal units were combined to form the CDCR Office of Legal Affairs, which reports to the CDCR Secretary. CDCR Office of Legal Affairs provides legal services to the BPH and CDCR, reviews grants of parole by the BPH, handles administrative regulations, consults with the Office of Policy and Appeals, and serves as the CDCR's legislative advocate. The OLA acts as in-house counsel to advise and consult CDCR on all lawsuits against the department. OLA works in conjunction with the Attorney General's office to manage litigation against CDCR.

### **Office of Court Compliance (OCC)**

- B. The OCC is a unit within OLA whose mission is to assess and facilitate the divisions' compliance with the various court injunctions facing the department. OCC determines, as a practical matter, how the programs can comply with the various court orders, and works with the programs to implement required changes. The OCC works closely with OLA in order to understand the legal significance of the courts' mandates on CDCR.

## **ADULT OPERATIONS:**

### **Division of Adult Institutions**

Within CDCR Adult Operations, the Division of Adult Institutions is responsible for safely housing inmates committed to State prisons and preparing offenders for eventual return to the community. The Division of Adult Institutions is responsible for all operating units within institutions, including the Case Records, Mission Base, and Classification Services units. These units play a major role in the BPH proceedings and hearing processes.

### **Correctional Case Records Units**

Institution Correctional Case Records Units are located in each prison facility statewide and in each of the parole statewide regional offices. Staff in each of these units ensure that all the required information about each inmate or parolee is accurate and files the paper documentation in the offender's Central File (C-File). Case records staff are responsible to keep the C-file physically available at the CDCR facility or parole regional office wherever the offender is located. Case records staff also input information from the C-file into CDCR computerized centralized databases.

### **Classification Services Units**

The Classification Services Units within Adult Institutions are responsible for classifying and placing inmates into facilities and programs specific to their custody, security, and safety needs through the established inmate classification scoring system. Correctional Counselors (CCI/II) at each institution are responsible for preparing reports for parole proceedings, informing inmates/parolees of their rights regarding parole hearings, determining the inmate's/parolee's need for ADA/EC accommodations based on an inmate's/parolee's documented or self-identified disability or effective communication problem and coordinating with the BPH in the scheduling of parole hearings.

### **Mission Base**

The Mission Base Unit is responsible for daily incarceration of prisoners. Mission Base runs the daily operations of the prisons and other detention institutions. Staff must provide accommodations daily in all aspects of housing prisoners with disabilities, including during services, programs, parole proceedings and other due process events.

### **Division of Adult Parole Operations**

The Division of Adult Parole Operations is responsible for the supervision of parolees in the community. DAPO's mission is to protect the public safety and facilitate reintegration of the parolee into the community. Parole Agents are responsible to ensure that parolees understand and abide by their conditions of parole by providing reasonable accommodations for effective communication and access to meet required conditions of parole. In addition, Parole Agents must ensure that all parolees have equal access to DAPO programs and services.

### **Transportation Unit**

The CDCR Statewide Transportation Unit (TU) is responsible for the scheduling and transportation of parolees and inmates. The TU transports parolees returning to custody within a CDCR institution from a County Jail, and transports inmates from one CDCR institution to another institution. Both of these types of offender transfers include Armstrong, Clark and Valdivia class inmates/parolees. The scheduling is done on a statewide unit hub basis. On a weekly basis, the scheduling staff prepare a state-wide inmate transportation schedule for the following week based on institutional/county jail requests. The TU

scheduling staff works under the direction of the Classification Services Unit, Population Management, and the Health Care Services Division to ensure inmates are placed appropriately and transferred in a timely manner in accordance with their program, medical and other needs.

## **ADULT PROGRAMS:**

### **Division of Correctional Health Care Services (HCS)**

CDCR'S Division of Correctional Health Care Services manages health care statewide for the inmate population, consistent with adopted standards for quality and scope of services within a custodial environment. Medical staff, specifically psychiatrists and psychologists are not only responsible for treatment, they must prepare psychological evaluations and reports identifying offenders' mental disabilities', need for ADA/EC accommodations, and ability to participate in programs, services, and hearings. Medical staff also document and identify physical disabilities that require ADA/EC accommodation in addition to their treatment responsibilities. These reports are submitted to case records staff responsible to file them in the offenders' (C-file) in a timely manner.

### **Division of Addiction and Recovery Services (DARS)**

Within the CDCR Adult Programs, the Division of Addiction and Recovery Services (DARS) serves as the central point for substance abuse treatment and recovery programs development and coordination. DARS mission is to plan, develop, implement and monitor Addiction and Recovery Services within the CDCR to reduce recidivism and relapse, to promote pro-social behavior and successful reintegration of the offender

The DARS is the primary unit in the Department responsible to:

- Develop a departmental standard for substance abuse treatment and recovery programs to ensure that offenders housed within the Department's facilities, and those supervised within the community receive consistent, quality programs likely to impact the drug use and crime continuum.
- Develop new and innovative programs; create pilot substance abuse and recovery programs in institutions and community settings.
- Monitor program implementation and audit program operations.
- Draft and adopt regulations pertinent to the operation of substance abuse programs to ensure consistent program development.
- Serve as the central point of grant management for substance abuse related grant projects. In this role, the DARS will seek and review potential grant sources that may provide assistance in furthering the Department's substance abuse plan.
- Establish a strategic plan to address offender need for treatment and recovery services, and to report in the progress of the strategic plan, as well as the status and delivery of program services to the Departments' offender population.

DARS contracts with the Substance Abuse Services Coordination Agency (SASCA). The SASCA collaborates with each In-Prison Substance Abuse Program (SAP) to ensure a continuum of care and the integration of community services. There are four SASCAs, each of which is located within one of the

four parole regions. The SASCA refers and places the in-prison SAP program completers into appropriate community-based programs and monitors and reports on their participation and progress. In addition, the SASCA coordinates placement for parolees referred to the Community Based In-custody Substance Abuse Drug Treatment Program (ICDTP), a program identified as a remedial sanction. Medical, mental health and physical disabilities are considered when making appropriate placements.

## **1.2 BUSINESS PROBLEM**

1.2.1 California Department of Corrections and Rehabilitation (CDCR) staff are unable to rely on the DEC system for accurate housing information because it is not real-time\*, and it receives its information via a DDPS download, specifically:

- A. CDCR's DDPS bed inventory only identifies DPW beds and does not allow staff to identify whether the inmate is appropriately housed in the assigned bed associated with all DPP designations.
- B. CDCR's DDPS does not provide accurate information to identify and track statewide bed availability based on mission changes.
- C. CDCR is unable to reserve beds to accommodate the offender's disability.
- D. CDCR is unable to identify state-wide bed inventory of accessible beds for placement of disabled offenders in community programs.
- E. CDCR is unable to reserve accessible beds in community programs.
- F. CDCR is unable to identify ADA accessible housing for contracted county jails and DMH facilities.
- G. CDCR is unable to identify the state of repair of ADA accessible housing to determine availability of the beds at institutions.
- H. CDCR is unable to identify and track bed availability based on staffing levels.
- I. CDCR is unable to track projected vacancies to facilitate inmate movement to institutions and community programs.

1.2.2 Current CDCR tracking systems that contain developmental disability testing results are not adequate to meet the requirements of the Clark Remedial Plan (CRP). The CDCR currently uses the Clark Developmentally Disabled Automated Tracking System (CDDATS) to identify inmates with developmental disabilities and their accommodation needs.

- A. CDDATS does not contain timely testing results so DDP inmates are not properly placed according to the CRP.
- B. CDDATS does not contain information regarding an inmate's adaptive support needs. Therefore, an inmate arriving at a reception center without a central file or unit health record (UHR) is not provided adaptive support services as required by the CRP.

- C. CDCR does not have an effective way to monitor whether the Chief Disciplinary Officer (CDO) has consulted with a clinician prior to signing off a CDC Form 115, Rules Violation Report, on a DDP inmate as required by the CRP because it may affect the findings of the charged offense.
  - D. CDDATS does not contain DDP eligibility for referral of inmates to regional centers as required by the CRP.
- 1.2.3 Current CDCR tracking systems that contain the state of repair of accessible housing features in institutions are not adequate to meet the requirements of the Armstrong Injunction of January 18, 2007 (AI). CDCR currently uses the Standard Automated Preventive Maintenance System (SAPMS) to identify maintenance of institutions' housing.
- A. SAPMS is not networked statewide and is a stand alone application.
  - B. SAPMS does not identify ADA accessible assets.
  - C. SAPMS is unable to make the repair of ADA accessible assets a priority.
  - D. CDCR is unable to monitor the repair status of ADA assets.
  - E. The identification of ADA assets throughout institutions is not standardized.
  - F. Inventories of ADA assets at each location are not available statewide.
  - G. CDCR is unable to identify and monitor ADA assets to determine ADA compliance.
  - H. Schedule of preventive maintenance is not available statewide for ADA assets.
- 1.2.4 The CDCR does not have a system to track health care appliances (HCA).
- A. CDCR is unable to ensure that prescribed HCA have been furnished to offenders.
  - C. CDCR is unable to identify HCA nearing expiration and HCA that are unavailable due to repair or required reevaluation.
  - D. CDCR is unable to track the date when the HCA has been ordered and when the HCA was delivered to the offender.
  - E. CDCR is unable to determine if the offender has their prescribed HCA and if it is functional.
  - F. CDCR cannot account for HCA that present an increased safety and security risk within each institution.
- 1.2.5 The CDCR medical scheduling system does not identify what is needed nor record what was provided to meet an offender's accommodation and effective communication needs for clinical encounters.
- 1.2.6 The Division of Addiction and Recovery Services (DARS) and its contractors are unable to place offenders in appropriate drug treatment facilities due to:
- A. No access to DEC or current effective communication system.

- B. No current inventory of available housing.
  - C. No method to identify transportation needs for offender.
  - D. The DARS and its contractors are unable to review effective communication needs and record accommodations provided.
- 1.2.7 The CDCR is unable to transfer information relating to a DDP inmate's adaptive support needs from its institutions to the parole units in a timely manner. CDDATS and the DEC are unable to identify the DDP inmates' adaptive support needs. The current process relies on document transfer via the mail. This process is slow and unreliable. On many occasions documents are lost in the mail.
- 1.2.8 CDCR DAPO and BPH staff lacks an effective method to record accommodations provided when issuing general or special conditions of parole, remedial sanctions, or conducting Not in Custody (NIC) hearings to disabled offenders as required by ARP and Armstrong Court Order dated September 11, 2007.
- 1.2.9 CDCR currently has no way of identifying the accessibility of the community programs offered by contracted providers when referring disabled offenders to community programs. There are currently over 700 programs throughout the state.
- 1.2.10 The CDCR is unable to share information regarding an offender's disability and accommodation needs with community program providers
- 1.2.11 The current CDCR appeals process does not provide the necessary monitoring and tracking information regarding ADA appeals. Specifically:
- A. DAI lacks a process to track and report the timeliness of ADA appeals statewide.
  - B. DAI and DAPO do not identify which accommodations were provided for disabled offenders during the appeal process
- 1.2.12 CDCR does not have a way to track when offenders who have a mental illness that interferes with their ability to participate in revocation proceedings have been treated and are able to participate in the proceedings.
- 1.2.13 CDCR lacks a business process with standardized housing identifier based upon disability designation of the housing, which results in disabled inmates being housed inappropriately.
- 1.2.14 CDCR is not able to monitor program assignments to ensure offenders are not inappropriately excluded based upon a disability.
- 1.2.15 CDCR is not able to identify or record information on accommodation and effective communication needs of disabled inmates during due process contacts, including disciplinary hearings. As a result, CDCR is not able to determine what accommodations were provided as well as verify that the proper accommodations were provided according to the Armstrong provisions.
- 1.2.16 CDCR is unable to identify and record the detailed case factors used in classification committee actions for offenders in a timely manner. The detailed case factors are recorded on a paper form and are not available for review to determine compliance. Currently, CDCR relies on the

documents being transferred via the postal mail. CDCR is unable to transfer information relating to a DDP inmate's adaptive support needs from its institutions to the parole units in a timely manner. CDDATS and the DEC are unable to identify the DDP inmates' adaptive support needs.

- 1.2.17 CDCR lacks a way to schedule and track sign language interpreters needed for hearing and speech impaired offenders.
- 1.2.18 CDCR is unable to provide all affected parties (offenders, attorneys, victims, Department of Mental Health, courts, DAPO, boards) involved in revocation, revocation extension, Lifer, MDO or SVP hearings all the paperwork needed to identify any accommodations required for offenders. Currently, CDCR relies on the documents being sent through the mail. In many cases, the hearings need to be postponed or delayed until the documents are received and the accommodations can be provided.
- 1.2.19 CDCR is unable to collect, analyze and report on self-monitoring data in order to determine if remediation is required for proper program implementation under the Armstrong and Valdivia Injunctions and Court Orders.

### **1.3 BUSINESS OBJECTIVES**

- 1.3.1 Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring disabled offenders are housed appropriately consistent with their housing restrictions, specifically:
  - A. Provide a method that identifies ADA housing statewide beds associated with the inmate's DPP code and placement factors.
  - B. Provide an effective method to update bed designations based upon mission changes.
  - C. Provide the ability to reserve a bed throughout the institutions to accommodate disabled offenders as needed.
  - D. Provide a method to identify all the accessible beds and the availability of same in community programs.
  - E. Provide the ability to reserve an accessible bed associated with a community program.
  - F. Provide the ability to identify accessible beds in contracted county jails and DMH facilities.
  - G. Provide the ability to identify the state of repair of accessible housing at CDCR maintained facilities.
  - H. Provide a designation that indicates bed unavailability for disabled offenders based on staffing levels.
  - I. Provide a method of identifying projected vacancies to facilitate transferring disabled offenders to appropriate DPP designated prisons and community programs.

- 1.3.2 Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring developmentally disabled offenders are provided adaptive supports as required by the CRP.
- A. Provide an effective and timely method to track DDP inmates testing results.
  - B. Provide an effective and timely method to identify and record adaptive support needs provided to DDP inmates who arrive at a reception center without a central file or UHR.
  - C. Provide a method to report whether the CDO consulted with a clinician prior to the final disposition of the CDC Form 115 for a DDP inmate.
  - D. Provide a method to report which DDP inmates are required to be referred to a regional center within six months of release.
- 1.3.3 Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring disabled offenders are housed in areas with working accessible features such as showers and toilets.
- A. Create a method to gather statewide information of the ADA assets within CDCR institutions.
  - B. Provide a method to identify ADA accessible assets at institutions statewide.
  - C. Provide a method to prioritize repair of ADA accessible assets.
  - D. Provide a method to monitor the repair status of ADA assets.
  - E. Develop a standardized method to identify ADA assets.
  - F. Provide a method to make an inventory of ADA assets at each institution available statewide.
  - G. Provide a method to identify and monitor ADA assets to determine compliance.
  - H. Provide a method to schedule preventive maintenance of ADA assets
- 1.3.4 Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties regarding HCA.
- A. Provide a method to ensure that prescribed HCA have been furnished to offenders.
  - B. Provide a method to identify HCA nearing expiration that may require reevaluation for continued need of the HCA.
  - C. Provide a method to identify HCA that are unavailable due to repair.
  - D. Provide a method to track the status of HCA that have been ordered and when they were delivered to the offender.
  - E. Provide a method to determine if the offender has their prescribed HCA and if it is functional.
  - F. Provide a method to account for HCA that present an increased safety and security risk within each institution.

- 1.3.5 Provide an efficient and effective method to identify an offender's accommodation and effective communication needs for clinical encounters when scheduling clinical encounters.
- 1.3.6 Provide authorized CDCR staff and contract staff with:
  - A. Access to DECATS.
  - B. A method that identifies available ADA accessible housing in community programs.
  - C. Allowing DARS staff to view effective communication needs and record accommodations provided including special transportation.
  - D. A method to identify the ADA transportation needs of offenders to and from institutions, to and from county jails, and to and from community programs.
- 1.3.7 Provide an effective method of providing information regarding adaptive support needs of DDP inmates from institutions to parole units.
- 1.3.8 Provide authorized DAPO and BPH staff a method to record whether disabled offenders on parole are provided reasonable accommodations for effective communication during the issuance of general or special conditions of parole, remedial sanctions, or conducting NIC hearings.
- 1.3.9 Provide a method to identify the ADA accessibility of the services provided by contracted community program providers to facilitate the referral of disabled offenders
- 1.3.10 Provide a method to share ADA information regarding disabled offenders assigned to community programs with contracted community program providers that also meets compliance with HIPPA.
- 1.3.11 Provide authorized CDCR staff and plaintiffs' attorneys involved in court monitoring activities with:
  - A. A method to track and report the timeliness of ADA appeals statewide including medical verification processes.
  - B. A method to identify whether accommodations are provided for disabled offenders during the appeal process
- 1.3.12 Provide authorized CDCR staff, community program providers, and plaintiffs' attorneys involved in court monitoring activities access to information required to perform their duties related to ensuring offenders who are referred to DCHCS for treatment are tracked and able to resume the revocation process when able to do so.
- 1.3.13 Develop a statewide standardized housing identifier for housing offenders based on their disability designations.
- 1.3.14 Provide a method to track disabled offender assignments to all institution programs.
- 1.3.15 Provide a method for staff involved in the due process contacts to access the accommodation and effective communication needs of disabled inmates on a timely basis.
- 1.3.16 Provide a method for staff to obtain detailed case factors used for classification committee actions. Currently the method is a paper process that is not readily available nor is it real-time.

- 1.3.17 Provide a method to schedule sign language interpreters (SLI) for hearing and speech impaired offenders and record the use of SLI's across all institutions, community programs and parole units.
- 1.3.18 Provide a method to distribute entire parole planning packets (revocation, lifer, etc.) electronically in order to facilitate timely provision of all disability information, source documents and 1073's from the C-file and/or field file to all affected parties prior to scheduled hearings.
- 1.3.19 Provide a method for staff involved in self-monitoring to collect, analyze and report on data collected during self-monitoring of program implementation.

#### **1.4 BUSINESS FUNCTIONAL REQUIREMENTS**

- 1.4.1 Unable to determine accurate housing information from DEC due to DDPS interface is not real-time. The solution will need the:
  - A. Ability to generate real-time reports.
  - B. Ability to identify and report the number and type of beds by DPP code and mission.
  - C. Ability to update bed type due to mission changes and staffing levels.
  - D. Ability to make short-term reservation of institution accessible beds for inmates with disabilities.
  - E. Ability to identify quantity, vacancy and availability of accessible beds for each contracted community program.
  - F. Ability to make short-term reservation of contracted community program accessible beds for inmates with disabilities.
  - G. Ability to identify, track and report the state of repair of ADA accessible housing statewide by institution.
  - H. Ability to identify and report projected bed vacancies in institutions and community programs due to transfer or parole/discharge.
- 1.4.2 The current developmental disability tracking system testing results are not adequate to meet the requirements of the Clark Remedial Plan. The solution will need the:
  - A. Ability to track and report the testing results of DDP inmates statewide.
  - B. Ability to identify and generate real time reports of the DDP inmates' adaptive support needs statewide.
  - C. Ability to alert the CDO of the need for a consultation with the clinician prior to the signoff of a CDC Form 115 for a DDP inmate.
  - D. Ability to identify, track and report DDP inmates that are within six months to parole who are eligible for referral to a regional center.

- 1.4.3 The state of repair of accessible housing features in institutions are not tracked adequately within current facilities maintenance systems. The solution will need the:
- A. Ability to develop a method of how to identify ADA assets statewide.
  - B. Ability to identify and report ADA assets within CDCR institutions statewide.
  - C. Ability to prioritize the repair of ADA assets.
  - D. Ability to track the status of repair of ADA assets.
  - E. Ability to identify a standardized identification method for ADA assets.
  - F. Ability to view any ADA asset throughout the state.
  - G. Ability to report newly added ADA assets for monitoring and review.
  - H. Ability to view the preventive maintenance schedule of ADA assets.
- 1.4.4 CDCR does not have a system to track health care appliances for offenders. The solution will need the:
- A. Ability to report HCA by type that have been prescribed to offenders statewide and by institution.
  - B. Ability to identify and report HCA nearing expiration that may require reevaluation for continued need of the HCA.
  - C. Ability to identify and report HCA that are unavailable due to repair.
  - D. Ability to track the status of ordered HCA and date when HCA is delivered to the offender.
  - E. Ability to identify when HCA are inspected, the results of the inspection and who performed the inspection.
  - F. Ability to identify and track HCA when inmates move between general population and ASU, SHU, or PHU and when inmates transfer between institutions or parole.
- 1.4.5 The solution will need the ability to develop a method to link the DECATS with the system that schedules medical appointments.
- 1.4.6 The Division of Addiction and Recovery Services and its contractors are unable to place offenders in appropriate drug treatment facilities. The solution will need the:
- A. Ability to identify available ADA accessible housing in community programs.
  - B. Ability to provide access for DARS staff to view the DECATS and update information regarding accommodations provided to disabled offenders assigned to community programs.
  - C. Ability to identify the ADA transportation needs of offenders to and from institutions, to and from county jails, and to and from community programs.
- 1.4.7 The solution will need the ability to record and view the adaptive support needs of DDP inmates statewide.

- 1.4.8 The solution will need the ability to provide access for DAPO and BPH staff to view the DECATS and update information regarding accommodations provided to disabled offenders on parole.
- 1.4.9 The solution will need the ability for DARS and DAPO staff to view the ADA accessibility of the services provided by contracted community program providers to facilitate the referral of disabled offenders.
- 1.4.10 The solution will need the ability for DARS and DAPO staff to share ADA information regarding disabled offenders assigned to community programs with contracted community program providers that also meet compliance with HIPPA.
- 1.4.11 The current appeals process does not provide the monitoring and tracking information regarding ADA appeals. The solution will need the:
  - A. Ability for DECATS to interface with IATS and IMATS.
  - B. Ability to allow certain program areas “read only” access.
  - C. Ability to report and track compliance with ADA appeals timelines specified in the ARP.
  - D. Ability to report percentages of overdue ADA appeals at each level of review.
  - E. Ability to identify and report specific ADA appeal issue(s) and appeal decision(s).
  - F. Ability to standardize, identify and report whether interim accommodations have been considered and provided for suspended appeals.
  - G. Ability to identify and report statewide appeal activity at each institution by ADA issue.
  - H. Ability to record and report on accommodations provided during the appeal process.
- 1.4.12 When an offender is referred to mental health due to their inability to participate in a revocation hearing, CDCR does not have a way to track when the offender will be ready to return to the hearing process. The solution will need the:
  - A. Ability for Health Care Services to enter regular updates as scheduled for parolee on their status.
  - B. Ability to prompt Health Care Services to provide scheduled updates on parolee’s status.
  - C. Ability to track parolee and view status for both DAPO and BPH when the parolee’s revocation case has been suspended for mental health treatment.
  - D. Ability to return parolees to revocation process after they are deemed able to participate in their revocation hearings.
- 1.4.13 The solution will need the ability to develop a standard housing identifier across DDPS and SAPMS that indicates ADA accessible assets.
- 1.4.14 The solution will need the ability to provide report of disabled offenders and their institutional program assignments.

- 1.4.15 The solution will need the ability to allow DECATS access to CCF, DARS, education, health care, program unit supervisors, scheduling staff and central control staff.
- 1.4.16 The detailed case factors used in classification committee hearings to provide committee decision information are not available for review to determine compliance on a regular and timely basis. The solution will need:
  - A. The ability to track detailed case factors used in classification committee hearings in order to provide committee decision information.
  - B. The ability to produce a CDC 128-G chrono to include information such as: all considerations, gang affiliations, ADA issues.
- 1.4.17 Sign Language Interpretation services are not scheduled for hearing and speech impaired offenders. The solution will need the:
  - A. Ability to identify in DECATS, Support Services Assistant-Interpreters (SSAIs) at designated institutions as a resource for providing this service via videoconferencing.
  - B. Ability to identify in DECATS locations where videoconferencing is available and operational.
  - C. Ability to identify in DECATS contact information for ADA Coordinator, SSAI and other staff responsible for coordinating SLI service via videoconferencing.
  - D. Ability to identify in DECATS contact information for contract interpreters and associated lead-time for scheduling SLI service.
- 1.4.18 The paperwork for revocation, revocation extension, Lifer, MDO, or SVP hearings is not available to all affected parties in time to provide needed accommodations at each hearing. The solution will need the:
  - A. Ability to establish a system of log-in credentials where affected parties can access system remotely via the Internet to obtain necessary ADA information
  - B. Ability to scan hearing packets and allow access to all relevant documentation to the required and affected parties
- 1.4.19 The solution will need the ability to create a method to collect, analyze and report on data collected during self-monitoring of program implementation of the requirements of ARPI, ARPII, and the VRP.

## **2.0 BASELINE ANALYSIS**

### **2.1 CURRENT METHOD**

#### **BOARD OF PAROLE HEARINGS**

The BPH conducts various parole proceedings at prisons, county jails, parole offices, and other locations within the community. BPH tracks Revocation hearings in RSTS, and is in the process of adding Revocation Extension hearings to the RSTS system which are currently documented on paper. Lifer hearings are tracked in LSTS, a new system recently introduced to staff. SVP and MDO proceedings are documented on paper and tracked by Excel spreadsheets. Both RSTS and LSTS connect directly to the DEC system through the Internet.

Offenders' disabilities are identified and tracked in the DEC system. BPH schedules accommodations through the C&PR at Institutions, and their own ADACU when necessary. Board Revocation Representatives (BRR) are responsible to manage accommodations when the BPH conducts hearings at a county jail. There are also BPH staff at Decentralized Revocation Units (DRU) who have access to accommodations such as hearing amplifiers and magnify glasses, for effective communication when necessary. The BPH, in many instances, is dependent on the institution or county facility where the offender is housed to provide the required disability accommodation.

BPH support staff alert hearing officers to offenders' disabilities and required accommodations verbally, and by making indications on hearing schedules. Additionally, Deputy Commissioners and Commissioners who preside over BPH hearings check the DEC system prior to conducting hearings and make arrangements to accommodate any identified disabilities. Hearing Officers also update the DEC system after hearings indicating any accommodations provided during the proceeding. Offenders can file grievances on BPH 1074 if the offender believes that his disability was not properly accommodated during a BPH hearing.

#### **OFFICE OF LEGAL AFFAIRS**

The Office of Legal Affairs depends on the OCC and the affected programs to provide information regarding all practices related to the lawsuits against CDCR. The OLA does not have access to the Department's databases, but rather acquires the relevant data from the programs or from OCC. The OLA works with the programs and OCC to explain the legal ramifications of the various injunctions and court orders, and helps the programs develop policy and procedure that comport with the law. The OLA also acts as a liaison between the programs and the Attorney General's office.

A common current pitfall for CDCR is not having adequate collection, analysis and reporting of practices surrounding the requirements of the *Armstrong*, *Clark* and *Valdivia*. Without evidence of current practice, CDCR often cannot produce evidence to defend allegations made by plaintiff's counsel. This leaves CDCR vulnerable to accusations without defense.

#### **OFFICE OF COURT COMPLIANCE**

The Office of Court Compliance business objective with regard to the *Armstrong*, *Clark* and *Valdivia* lawsuits is to ensure that the CDCR has the ability to effectively self-monitor and facilitate DAI, DAPO and BPH's implementation of the requirements of the various injunctions against CDCR. The OCC works closely with OLA. The OLA interprets the law, and OCC determines the practical implications of the legal requirements to the programs' ability to implement the law.

The major OCC current business processes for *Armstrong*, *Valdivia* and *Clark* monitoring include the following:

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*Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System*

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- Documentation Review of each Institution's paperwork, orders, post orders, policies and procedures and other information related to direction, training and implementation of the *Armstrong, Clark and Valdivia* Remedial Plans, and other court orders.
- Parolee Grievance System Review
- C-file Review of the CDC128G, 1845, 611, 1515, 115, 128B, 114D, TABE below 4.0, and any other documentation related to ADA issues for the identified population to discern proper documentation, to ensure that the programs are provided accommodations pursuant to the requirements of the Injunctions, and to provide suggested remediation for program implementation where necessary
- Review of revocation packets, tape RSTS reports, and contract attorney reports to determine if hearings are held within required timelines and ensure that parolees are afforded minimum due process during hearings
- Staff Interviews regarding specific responsibilities under the injunctions
- Site Inspections of the Institutions for the facilities ADA accessibility in housing, programs, hearing rooms and path of travel, as well as Appliance availability
- Reporting of Corrective Action Plans, and
- Develop Litigation Reports

In order to make the aforementioned determinations, develop corrective action plans, and facilitate program implementation, OCC must travel to 33 Institutions, 180 DAPO field units, 4 regional parole headquarters, 2 DAI Case Records operations, 14 contract attorney offices, the county jails of 58 counties, and to 700 community programs. Some information is garnered by retrospective review of hearing packets, tapes and reports, but much of the information is gathered by personally traveling to the affected sites. The OCC also uses telephone, fax, email, and teleconferences to communicate with the programs. The OCC creates evidence based reports from self-monitoring data, and also in response to areas where process problems arise for the programs. With this information, OCC works with the programs to implement viable solutions.

In addition to self-monitoring, OCC staff has a myriad of other responsibilities and tasks. The OCC staff attend court ordered meetings with Plaintiffs' counsel in order to address concerns regarding the process and to negotiate resolution to outstanding compliance issues. The OCC consults with Executive staff to provide feedback to the Executive staff on program implementation and to receive direction on policy. The OCC also consults with each division's administration to address deficiencies, and to develop remediation plans with the divisions' staff. The OCC works with the programs during initial implementation of programs to ensure compliance with the various Injunctions. The OCC staff chair workgroups to address specific deficiencies of the programs identified during self-monitoring and to facilitate program implementation to achieve compliance based on reports generated during self-monitoring. The OCC also works with the programs either to facilitate, or in leadership roles, to develop new programs for the CDCR.

The OCC staff members have limited access to current CDCR data management systems. The OCC staff members have a read only access to DDPS to help DAI coordinate bed transfers based on needs of inmates with disabilities affecting placement. The OCC has read only access to the DEC system. The

DEC reports identify which inmates participate in the Disability Placement Program along with their effective communication requirements. The OCC staff uses this information to monitor program implementation of *Armstrong*, *Clark* and *Valdivia* requirements. The OCC staff also has read only access to RSTS to monitor program activity and implementation of the *Valdivia* and *Armstrong* Injunctions.

The OCC staff members have desktop PCs with Microsoft Office which include Excel, Word, Access and Power-point. The OCC staff members use these tools consistent with their personal skill levels. There are no database systems which contain quantitative data usable to report on program effectiveness and overall compliance with the major law suits and court injunctions. Staff members produce reports based on data collected from on-sight visits, staff interviews, and document reviews and manually process them into information reports. Staff use Excel to tabulate data, but this is very inefficient and ineffective relative to the need.

The EIS is currently developing an application pursuant to a Project Summary Package to assist OCC's self-monitoring effort of the *Valdivia* requirements, but this database, with its limited resources, can only capture the most basic of functional requirements and needs expansion to be of long term use.

The OCC staffing consists of a Director and an Associate Warden (open). There are two Facility Captains and an Associate Chief Deputy Commissioner responsible for direct supervision of employees and program implementation. For *Armstrong*, there are 26 field CC II's, and 9 headquartered CC II's. For *Clark* there are 3 headquartered CCII's. For *Valdivia* there are 2 Deputy Commissioners, 3 Parole Agent II's, 3 Correctional Counselor II's, 1 Parole Service Associate, and a Senior Information Systems Analyst (located at EIS). There are also 3 OT's, 2 SSA's, 5 AGPA's and one OSMI to support the unit.

## **ADULT OPERATIONS**

### **Division of Adult Institutions (DAI)**

This section provides an overview of the main business processes and IT systems that are currently used in an attempt by the CDCR to identify and manage inmates and parolees that have disabilities or effective communication needs while housed in the custody of CDCR.

#### **DAI - Initial Disability Determination**

When an inmate is committed to the CDCR, he or she is transported to a reception center, wherein testing and evaluations are completed. At this time the Classification Services Units within Adult Institutions are responsible for classifying and placing inmates into facilities and programs specific to their custody, security, and safety needs through the established inmate classification scoring system. Determinations are made involving social factors, medical/mental health needs, developmental disability or learning disability concerns, level of education, and program/security needs. This information is filed into the inmate's C-file which physically follows him from prison to prison and to the regional parole office where he is paroled, until discharge. The C-files are kept and maintained by case records staff at centralized locations.

#### **DAI - Disabilities Affecting Placement**

The CSU is responsible to transfer fulltime wheelchair (DPW) inmates from Reception Centers (RC) or a non-designated general population (GP) institutions to designated Disability Placement Program (DPP) institutions. The process is as follows:

1. Once the inmate is identified as having a disability (via inmate's self-admission, staff observations or third party report), the inmate is referred to medical for evaluation. Upon medical evaluation, staff will either confirm or deny inmate's claimed disability. Once the inmate has been identified as a Fulltime Wheelchair user (DPW), medical staff completes a CDCR Form 1845, *DISABILITY PLACEMENT PROGRAM VERIFICATION (DPPV)* and forwards this document to the Classification and Parole (C&PR)/Reception Center Correctional Counselor III (RC CC III) Office.

At Reception Centers (RC):

- During Reception Center processing, the Counseling staff interviews the inmate and prepares the case for the Classification Staff Representative's review/endorsement to a designated DPP institution in accordance with current policy and regulations.

At the General Population (GP):

- The counseling staff prepares and presents the case to either Unit or Institutional Classification Committee (UCC/ICC) in accordance with policy and regulations.
- Committee considers every case factor, and makes the appropriate recommendation to the CSR for transfer consideration.
- The CSR audits the file for compliance with policies and regulations. Upon review, the CSR approves the case for transfer via endorsement on a CDCR Form 128-G, *Classification Chrono*.
- Once the case has been endorsed, the CSR or the institution's C&PR/RC CC III, forwards the endorsement chrono CDCR Form 128-G with corresponding CDCR Form 1845 to the counseling staff assigned to the Classification Services Unit's Health Care Section.

Upon receipt of the CDCR Forms 128G and 1845, the Classification Services Unit's Health Care Section counseling staff:

- Logs the DPW inmate into the tracking log.
  - Researches vacant DPW bed/cells via various data bases.
2. If there is a vacant bed/cell at the desired institution:
    - The counseling staff contacts the receiving institution to verify the vacant bed.
    - The counseling staff contacts the sending institution to inform the staff of the vacant bed.
    - The sending institution contacts the receiving institution, provides case factors on the DPW inmate and the transportation date.
    - The receiving institution contacts CSU requesting a Teletype for the DPW inmate.
  3. If there is no vacant bed/cell at the desired institution:
    - The counseling staff places the inmate on a waiting list on the first-come-first-serve basis, unless there are other factors that warrant the expeditious transfer of the inmate (i.e. Valley Fever).

- The counseling staff continues to monitor the availability of DPW bed/cells via vacancy reports and data bases.
- As soon as a bed/cell becomes available, the counseling staff begins the steps identified above.

All other DPP inmates follow the normal endorsement process as outlined above. Once endorsed to the appropriate institution the transport is scheduled through the normal transportation process. However, when an inmate in DPP is not scheduled for transport to the endorsed institution, the following week the office of court compliance is notified who will assist to expedite the transfer.

### **DAI – Clark Remedial Plan Processes**

All CDCR inmates are to be screened for developmental disability. If subsequently designated for the Developmental Disability Program, the inmate is referred for appropriate housing and support services.

1. All mainline inmates should already be tested with the following approved exclusions:
  - Death Row
  - Fire Camp
  - Department of Mental Health (CMF-DMH, SVSP-DMH, ASH, Patton).
2. All untested Reception Center inmates will begin screening within 7 days of arrival.
3. If an inmate's 128C-2 Chrono cannot be found in either the Central File (C-file) or Unit Health Record (UHR) AND the original test protocol cannot be found to verify results, the inmate needs to be retested.
4. Inmates who appear inappropriately designated should be referred to mental health for an adaptive functioning evaluation (see Phase III and IV below).
  - Inmates previously excluded from DDP may need to be reevaluated for placement in the DDP.
  - Inmates in DDP may need to be evaluated for a different DDP designation or to be taken out of the program.
  - Referrals need to be reevaluated with seven days.

There is a four phase screening process used to evaluate inmates for developmental disabilities in CDC institutions. CDCR identifies inmates with developmental disabilities by screening the inmate's intellectual abilities and evaluating the inmate's adaptive support needs within a correctional environment. The Department's screenings are not intended to be an indication of an inmate's ability to function in the community, but rather within the Institutions.

When clinicians designate an inmate developmentally disabled, they use DD1, DD2 or DD3 indicators, based on the degree of disability, on the 128C-2. When an inmate is identified as developmentally disabled, the clinician must also identify a specific adaptive support needs. The original (pink) copy of the CDCR Form 128C-2 goes in the Correctional File (C-File). A blue copy of the 128C-2 is filed in Unit Health Record – the same section of the as the Mental Health "Level of Care Chronos. " The

distribution list at the bottom of the page is for DD1, DD2 and DD3 designated inmates only. Distribution of 128C-2 for DD1, DD2, and DD3 inmates primarily include housing units and education, vocation and employment sites.

DDP are generally housed within a specific facility of a designated institution. DD2 and DD3 have designated housing units screened of predators. For DD3, housing is only available at CMC and CMF for men and CCWF for women.

There are several designations that override DDP housing placement:

- Administrative Segregation (AdSeg or ASU)
- Enhanced Outpatient Program (EOP)
- Mental Health Crisis Bed (MHCB)
- Outpatient Housing Unit (OHU)
- Correctional Treatment Center (CTC)
- Substance Abuse Program (SAP)
- Psychiatric Services Unit (PSU)
- Reception Center (RC)
- Secure Housing Unit (SHU)

After a DDP inmate is found guilty of a CDCR 115, the Chief Disciplinary Officer (CDO) must consult with a clinician before making the final decision. Any clinician may perform this function. The review occurs after adjudication rather than before as with inmates in MHSDS. The clinician's signature on the 115 verifies that a consult took place; it does not mean that the psychologist endorses the decision.

#### **DAI - Custody staff**

DAI Custody Staff are primarily responsible for Clark programming and housing.

- C&PR tracks and ensures timely endorsement and transfer of DDP inmates to appropriate institutions and housing.
- ADA Coordinator is responsible for assuring that a 128C-2 for every DDP inmate is in the DDP binder on the inmate's housing unit.
- Unit officers to perform orientation of, maintain frequent contact with, and provide adaptive supports for, DDP inmates.
- The Correctional Counselor I facilitates IDST within the appropriate time frames (annually for DD1, semiannually for DD2, and quarterly for DD3), facilitates access to programs and makes contacts to Parole and Regional Centers as needed.

### **DAI - Due Process**

CDCR inmates have the right to due process during a variety of events. Generally, an inmate is entitled to due process during any event that could affect his/her release date or conditions of confinement. These include disciplinary proceedings, classification committee appearances, and parole proceedings. The department has a duty to ensure that effective communication is established during these events. Assistance may be needed in the form of assistive devices such as page magnifiers or hearing aids. Other inmates may need assistance in reading documents, or may need a sign language interpreter or foreign language interpreter to help them understand and fully participate in the proceedings. Staff members responsible for scheduling and conducting these events need to know of the inmate's effective communication needs in advance of the event, in order to facilitate providing the service.

During disciplinary proceedings, an inmate is entitled to receive a copy of all documents that will be utilized in the hearing a minimum of twenty-four hours in advance of the hearing, in order to prepare a defense of the charges. Inmates with effective communication needs are entitled to assistance at the time documents are served to them, as well as during the event. Often, effective communication is established by assigning a staff member to be a "staff assistant" to the inmate. Staff assistants are responsible for reading documents to the inmate and ensuring they understand the documents and proceedings.

Numerous inmate case factors determine an inmate's effective communication need. An inmate may not be able to read adequately to understand written documents. He/she may have a physical disability for which he/she needs assistive devices. The inmate may speak a foreign language or may have a psychiatric condition that prevents full understanding of the proceedings.

In scheduling due process events, CDCR staff members rely on printouts of various databases. Mental Health codes are contained in the DDPS. Physical and developmental disabilities are documented in the DEC System. Developmental disability codes are available in DEC. An inmate's ability to read is measured through the results of the Test of Adult Basic Education (TABE). TABE scores are entered into a database in each institution's education department, but it does not include what adaptive supports may be required or if the inmate is regional center eligible. No database exists to identify foreign language speakers. They are typically provided staff assistance due to their low TABE scores. At times, these inmates are not identified as needing a translator until the staff assistant meets with them.

The database printouts described above are generally produced weekly by the office responsible for maintaining the data. Printouts are then physically distributed to the multiple areas of the institution with a need to know.

### **DAI – Housing Decisions**

Inmates are periodically required to be moved from one bed area to another. These moves may be required due to a variety of factors such as: a new arrival at an institution; a change in the inmate's custody level; transfer to, or return from medical placement; enemy or compatibility concerns in present housing; assignment to, or removal from program placement; maintenance concerns in present housing. Inmate movement from one bed area to another is authorized via a paper GA 154, Inmate Transfer Form. The Department Operations Manual (DOM) Section 52020.5.4 requires that GA 154 forms be signed by a Correctional Sergeant or higher classification. Typically, inmate moves are ordered by sergeants and lieutenants. When the GA 154 is completed, it is hand-carried to the institution's central

control, where control room staff input the information into DDPS. A duplicate of the GA 154 is delivered to the housing unit officer(s) of the unit(s) the inmate is moving from and to. After the inmate has been physically moved into the new location, the receiving unit officer telephones central control to confirm the move.

Supervisors must know an inmate's Disability Placement Program (DDP) code when moving the inmate to a different location. Currently, supervisors rely on printouts of DEC rosters to determine disability codes. These rosters are typically printed weekly in the Classification and Parole Representative's (C&PR) office and distributed throughout the institution.

Supervisors must know an inmate's Mental Health Services Delivery System (MHSDS) code when ordering a move. Inmates' MHSDS codes change due to clinical decisions that the inmate needs a lower or higher level of care. Inmates placed into the Enhanced Outpatient Program (EOP), Mental Health Crisis Bed (MHCB) and Department of Mental Health (DMH) require specialized housing. Supervisors are currently alerted of these changes through telephone notifications and the delivery of a paper form, typically a CDC 128 C, Medical Chrono. Mental Health codes are later entered into the DDPS by mental health clerical staff.

Similarly, inmates assigned a Developmental Disability Program (DDP) codes are entered into the Clark Developmental Disability Tracking System (CDDATS). Inmates' DDP codes affect where they can be housed, so supervisors are required to consult CDDATS printouts when conducting inmate bed moves.

In order to appropriately house an inmate, the sergeant or lieutenant must research what beds are available. This is normally conducted by consulting a printout of a DDPS institutional housing roster. Because the housing roster is only current at the time it is printed, mistakes are frequently made in the process. For instance, the program unit sergeant may intend to move an inmate into a vacant bed, but by the time the GA 154 is submitted to central control, another inmate may have been assigned to the bed by the sergeant in Receiving and Release (R&R). Because the printout is not real-time, the supervisor may not know of vacancies created by inmates paroling, or transferring since the printout was ordered.

Staff use the DDPS printout to obtain accurate name, CDCR number, current housing, and ethnicity information. They can also view bed vacancies at the time the printout was created. Follow-up phone calls to central control and housing unit staff are often needed to ensure vacancies are still available.

When inmates arrive in R&R, custody supervisors are required to complete a CDC 1882, Initial Housing Review form, documenting the inmate's case factors that allow or preclude the inmate from double-celled housing. This form is completed utilizing documents contained in the inmate's central file and through a personal interview of the inmate. Any time inmates are double-celled in segregated units, a supervisor is required to complete a CDC 1882 B, Administrative Segregation Unit/Security Housing Unit Double Cell Review. This process requires the supervisor to interview both inmates and review their central files for compatibility case factors.

As part of the CDC 1882 review of new arrivals in R&R, inmates are also assigned an Integrated Housing Program (IHP) code that assesses the inmate's ability to safely house with members of different racial groups. IHP codes are inputted into the DDPS by clerical staff assigned to R&R. Beginning in January 2008, the department will require that supervisors verify IHP codes when conducting inmate moves.

Other information not contained in any database is also needed to safely house an inmate. Gang affiliation is generally obtained by speaking with the inmate or staff familiar with the inmate. Gang affiliation is identified in each offender's CDC 812 form, maintained in the inmate's central file. Central files are not generally available each time an inmate is moved within a facility.

Finally, temporary medical conditions may require an inmate to be housed in a lower bunk only. These are not conditions that require an inmate to be assigned a DPP code and are documented on CDC 128-C, Medical Chronos (lower bunk chronos). The DEC system is currently designed with the capability of tracking lower bunk chronos, but the information is not inputted consistently, due to a variety of staffing issues. Supervisors are often unaware of a lower bunk chrono until after the movement has been ordered and the inmate informs a staff member he/she cannot be housed on an upper bunk.

### **DAI - Inmate Appeals**

The California Department of Corrections and Rehabilitation (CDCR) inmate appeal process affords inmates and parolees their due process rights and the opportunity to obtain meaningful remedy to a problem by allowing them to address their grievance in accordance with the provisions of *California Code of Regulations, Title 15*, and is initiated by the inmate/parolee via CDCR Form 602, Inmate/Parolee Appeal Form. The inmate/parolee appeal process involves an informal level of review and three formal levels of review that the offender must complete within strict regulatory timeframe. There are 18 appeal categories, of which "ADA" is one.

The informal level, as well as the first and second level reviews are conducted at the institutions or parole region where the inmate/parolee is located. Typically, resolution of appeals must be completed within 30 working days at first level of review, and 20 working days at second level of review.

The final review is completed at the third level, also known as the 'Director's Level of Review', and completes the inmate/parolees administrative process within the CDCR. The typical timeframe for appeal resolution at the third level is 60 days. Because inmate/parolee appeals vary in issue and urgency, an appeal can bypass the first level of review, can be processed as an expedited appeal, or processed as an emergency appeal which can significantly shorten the typical processing/completion time.

The CDCR 1824, Reasonable Modification or Accommodation Requests also known as Americans with Disabilities Act (ADA) appeals, are managed differently than other appeals due to the much shortened timeframe in which they must be completed. There is no informal appeal process for ADA appeals. At the first level of review the 'ADA' appeal must be completed within 15 working days, and at the second level of review the 'ADA' appeal must be completed within 10 working days. At the third level/'Director's Level of Review', the appeal must be completed within 20 working days, which then completes the administrative process for 'ADA' appeals within the CDCR. The 'ADA' appeals may also contain circumstances that require an expedited processing/completion.

The current technology used to track and manage the significant volume of inmate/parolee appeals consists of the following automated systems:

Inmate Appeal Tracking System (IATS) I & II. A stand-alone, appeal tracking systems is located at each respective institution and parole region appeal office. The IATS I & II was updated in March 2004 to provide institution Appeal Coordinators with automated tools to track and manage inmate/parolee appeals. The IATS I & II was enhanced to meet minimum appeal processing/reporting requirements at the time (2004), and unfortunately, does not provide the necessary

management/reporting data required under the Armstrong Remedial Plan/Injunction. Appeal Coordinators must manually track, monitor, and report additional time frames associated to the processing of CDCR 1824's which necessitates a significant amount of staff time and also subjects the data to human error. This individual institution and parole appeal data is sent to various CDCR Headquarter personnel to compile the ADA information and determine the CDCR's compliance with the Armstrong Remedial Plan/Injunction. Additionally, the IATS I & II does not capture the actual verbiage used by the inmate in the appeal; it only exists in hard copy on the appeal form (CDCR 1824/602) or in a photocopy of the appeal form. Also, the first and second level appeal responses provided by CDCR staff are not part of the IATS I & II system, thus institution staff store the "First Level Appeal Response" and "Second Level Appeal Response" in whatever electronic format is available at the respective institution.

The most significant problem with the IATS I & II is the inability of the system to track timelines associated with medical verification. Usually, ADA appeals require some type of medical verification and the current tracking and management technology system does not allow for any deviation of timeframes particularly when ADA appeals are forwarded to the medical department for action, which may extend beyond regulatory timeframes.

Inmate Appeal Tracking System (IATS) III. A stand-alone, appeal tracking system located at the third level/Director's Level of Appeal, however does not have any connectivity to any of the appeal tracking systems located at each of the institutions or parole regions. The IATS III was updated in July 2007 to provide the same 'information technology' platform as the IATS I & II that was located at each respective institution/parole region. The IATS III included enhanced management and reporting capabilities, including opportunity to document appeals that were screened-out (failed to meet regulatory requirements) or appeals that required a modification order (directing institution to some action related to the appeal). Unfortunately, the IATS III is limited to only providing information for appeals received at the third level. As noted in IATS I and II, the IATS III is not able to provide the required ADA reporting information, nor does it capture the actual 602 verbiage as provided by the inmate/parolee, and while the third level/Director Level Decision letters (appeal responses) are electronically available, they are not directly available in IATS III.

#### Workload

In FY 2005, at the first level of review, the IATS I & II indicates that 71,914 appeals were processed to completion, with ADA appeals equaling approximately 10,154 (ADA appeals may also contain collateral issues that are part of the appeal but are not captured in the tracking system i.e., staff complaint, medical, living condition, etc.). Approximately 73,000 were screened out, thus approximately 145,000 appeals were processed at the first level of review.

At the second level of review, in FY 2005, the IATS I & II indicates that 38,117 appeals were processed to completion, with ADA appeals equaling approximately 2,165. As noted above the ADA appeals contain collateral issues that are part of the appeal but are not captured in the tracking system. Approximately 40,000 were screened out at the second level, thus approximately 78,000 appeals were processed at the second level of review.

At the third level, the Director's level of review, in FY 2005, the IATS III indicates that 15,842 were processed to completion, with ADA appeals equaling approximately 815. Once again, as noted above ADA appeals contain collateral issues that are part of the appeal but are not captured in the tracking system. Approximately 19,773 were screened out at the Director's Level, thus approximately 35,615 appeals were processed at the Director's level of review.

### **Transportation Unit (TU)**

The current method for the scheduling of inmates' transfers requires that each institution submits a request via e-mail or telephone to the Statewide Transportation Unit each week of the number of inmates they have been endorsed, or project to be endorsed, for a specific institution. Each request must indicate specific information that affects placement (i.e. DPP, DDP, MHDS, Custody Level, etc.) Transports are also scheduled by each Transportation Unit Hub. The Hubs conduct transports for BPH Revocation Hearings, direct transfers to Community Correctional Facilities, Drug Treatment Facilities and other community based programs. The TU is notified by the sending party in instances when offenders require special transportation needs such as wheel chair lifts. These movements are scheduled by one of the hubs and are not included as a part of the statewide schedule. The TU statewide scheduling process does not include scheduling and transports conducted locally by the institutions.

TU facilitates only a small percentage of the transports of DPW offenders. In order to transfer DPW inmates in an expeditious manner Institutions transport the majority of DPW offenders. This is as a result of the limited resources TU has to accommodate DPW transports.

The statewide transportation schedule is developed on a stand-alone excel spreadsheet developed by TU staff called Transportation Automated Scheduling Program (TASP). TASP does not track each individual inmate by name and number, but rather categorized each institution's requested inmate movement by total number, destination, Facility Security Level, MHDS level of care, or other special indicator that affects placement. TU does not currently have access to DEC.

### **DIVISION OF ADULT PAROLE OPERATIONS**

#### **DAPO - Initial Disability Determination**

When an inmate is committed to the CDCR, he or she is transported to a reception center, wherein testing and evaluations are completed. Determinations are made involving medical/mental health needs, developmental disability or learning disability concerns, and the level of education by health care and education staff. Correctional Counselors are responsible for classifying and placing inmates into facilities and programs specific to their custody, security, and safety needs through the established inmate classification scoring system. This information is filed into the inmate's Central File (C-file) which is stored in the prison's Case Records Office.

Upon parole, the C-file is sent to one of the two regional DAPO Case Records Offices, where it is retained until either the inmate/parolee is returned to custody or discharges.

#### **DAPO - Transition to Parole**

Correctional Counselors at each institution are responsible for completing a CDC 611, Release Program Study, to relay ADA and effective communication information to DAPO staff for inmates pending parole to the community. The CDC 611 is used to determine assignment to a parole region and unit for pre-parole investigation. This process is initiated approximately 150 days prior to the scheduled release, and will be forwarded to the Regional Re-Entry Unit responsible for the count of commitment, at no less than 120 days prior to the scheduled release.

The correctional counselors also meet with the inmate prior to parole to complete a CDC 1515, Notice and Conditions of Parole, which notifies the inmate of this parole date and the conditions of his/her, parole. The counselor has the central file during this process and obtains disability and effective communication information from the file. The counselor is required to ensure and document accommodation provided for effective communication for the CDC 1515 process. The holding institution sends to the Regional Re-Entry Unit, the CDC 611, along with other legal documents obtained from the C-File; this is the “pre-parole packet” that will eventually be retained in the parolee’s field file while in the community and under the supervision of DAPO.

The Re-Entry Unit forwards the pre-parole packet to the designated field unit to determine the parolee’s supervision level, based on risks and needs, which includes ADA information obtained from the CDC 611, CDC 128C and CDC 1845; the later two of which are not always included in the pre-parole packet.

At no less than 60 days prior to the scheduled release date, the CDC 611 will be returned to the institution where the inmate is located with specific reporting instructions and any special terms of parole.

Upon receipt of the returned RPS and Conditions of Parole, the assigned correctional counselor will ensure that the inmate signs the conditions of parole and that the inmate receives a copy of the conditions and reporting instructions.

On occasion, an inmate will be determined to be due for release and the CDC 611 has not been prepared or forwarded to the regional Re-Entry Unit within allotted time period. In these cases, the “Oral RPS” process (an expedited procedure) will be initiated by the holding institution’s Correctional Counselor.

#### **DAPO - Initial Interview Process/Notice of Conditions of Parole**

After an inmate/parolee is released from prison, they are required to report to their designated Parole Unit. The parolee will meet with either his/her Agent of Record (Parole Agent I), or with the Parole Agent I assigned as the Office of the Day.

During the face-to-face interview with the parolee, the Parole Agent completes the “initial interview process”, consisting of going over the parolee’s general conditions of parole, as well as any special conditions of parole that may be imposed. The Parole Agent also completes a CDC 1650-B, Parolee Initial Interview form. The form contains information related to the parolee’s residence, employment, contact information, personal descriptors and any ADA disabilities known or claimed. Information derived from the initial interview process will be entered into the CalParole data system and LEADS (accessed by other law enforcement agencies).

#### **DAPO - Notice of Violation Charges**

Upon an arrest, the parole unit will send a BPH Form 1073 to parole department notice agents, called Field Unit Notification Agents (FUNA) or Decentralized Revocation Unit Notice Agents (DRUNA). Notice agents review the documents in the field file to identify disabilities/effective communication needs and accommodations, specifically CDCR 611 and 1515 Forms. They complete section 1 of the 1073, using documentation in the field file and attach a copy of these source documents to the 1073.

The FUNA/DRUNA personally serves the parolee with the parole violation paperwork and complete section 2 and 3 of the 1073 with the parolee during the serve. The FUNA/DRUNA then enters the information into the DEC system, as soon as possible. Since majority of serves are conducted at county

jail facilities, FUNA(s) do not have immediate access to computers/connectivity to enter the information.

After completing the serve and the 1073, the FUNA/DRUNA sends the 1073 with the source documents back to the parole office. The parole unit prepares the revocation packet, which includes the 1073 and source documents and forwards to the BPH's Decentralized Revocation Unit (DRU) for further revocation proceedings.

### **DAPO - Valdivia Parole Administrator Revocation Packet Review**

Upon receipt of the revocation packet by the BPH at the DRU, the Valdivia Parole Administrator staff reviews revocation packet, which includes the 1073, for completeness. In reviewing the revocation packet, the Parole Administrator also determines if the violation charges warrant that the revocation packet be forwarded to the BPH for further revocation proceedings, or if the parolee should be continued on parole and referred to a program/remedial sanction, or if insufficient information warrants dismissal of the violation charges.

As part of the consideration for use of a remedial sanction in lieu of revocation, the Parole Administrator must review the DEC system to identify disabilities, to ensure that the parolee is sent to a program which can accommodate their needs.

### **DAPO - Program Development Unit**

The Program Development Unit (PDU) is responsible for managing statewide contracted services provided to parolees. The PDU oversees residential multi-service centers, literacy labs, drug treatment education, and job-placement assistance programs for parolees.

The programs developed by the PDU are used in part, for remedial sanctions for parolees that have violated their conditions of parole. At any stage of the revocation process it can be determined that their behavior did not warrant revocation of parole, but did warrant placement in a program.

Although various programs can accommodate a variety of ADA disabilities, not all programs can. As a result, it is necessary for DAPO staff to accurately identify a parolee's needs so that an appropriate placement can be made.

## **ADULT PROGRAMS**

### **Health Care Services**

There are two settlement agreements concerning health care that are related to the DECATS system: the first is the *Clark* agreement concerning offenders with developmental disabilities requiring adaptive support services and the second is the *Armstrong* agreement concerning those offenders with a mobility, visual, hearing, learning disabilities, or kidney failure.

The *Clark* settlement provides for an initial screening at the reception centers for Developmental Disabilities of all offenders newly committed to the CDCR. Clinical Staff performs the screening according to timeframes specified in the settlement. The results of the screening, as well as any adaptive needs, are recorded on form CDC 128C-2. This form is filed in both the Central File and the Unit Health Record (UHR). A screening and, if necessary, a new assessment of an offender may be performed based

on a referral by staff or the offender at any time during the period of incarceration. Once the CDC 128C-2 is completed, an office technician enters information from the CDC 128C-2 into the CDDATS program. This program is a 'screen' in the Distributed Data Processing System (DDPS). The CDDATS is not networked and cannot produce reports. Only staff with a need for information concerning an offender's developmental disability is given access to that part of DDPS concerning this. Staff uses information from the CDC 128C-2 when determining programming for the offender. If the offender requires assistance, the types of assistance required are listed on the CDC 128C-2. Copies of these forms are distributed to housing staff, education staff and offender job supervisors as required by the settlement agreement. Healthcare staff access the information via the CDC 128C-2 located in the UHR.

The *Armstrong* agreement provides offenders the ability to request a reasonable accommodation for a disability related to mobility, hearing, speech, vision, learning disabilities and kidney failures. This is done through the inmate appeals process. The offender completes the CDC 1824, Request for Reasonable Accommodation and submits it to the inmate appeals office. The healthcare appeals analyst reviews and assigns the appeal to a primary care physician (PCP). The offender is scheduled to see the PCP within the timeframes specified in the settlement agreement. A physician examines the offender and assesses whether or not the offender has the claimed disability and the extent to which the disability interferes with current housing. The physician may also prescribe adaptive appliances (*e.g.* knee brace, orthopedic shoes, hearing device, *etc.*) if needed. Please note that if the PCP determines that the offender needs to be examined by a specialist, then the healthcare specialty staff schedules the offender with the appropriate community healthcare provider. The appeal timeframes are suspended until the specialist examines the offender and a written report of the specialist's findings and recommendations is forwarded to the institution.

Under the *Valdivia* Injunction, parolees in the revocation process who cannot participate due to mental illness are suspended from the process and referred to Health Care Services for evaluation and treatment, if needed. It is essential that these parolees are returned to the revocation process as soon as they are able to participate. Currently, BPH uses an Excel spreadsheet in an attempt to track parolees suspended from the process for mental health evaluation. The BPH and HCS communicate by telephone for updates on this population. The 1103 report in RSTS is the only documentation of the suspension of the parolee from the proceedings. There is currently no mechanism to track the status of the suspended parolee, or to document HCS' evaluations or treatment.

If the offender's current institution cannot provide appropriate housing to accommodate his/her disability then institution staff must meet and refer the offender for a transfer to an institution that can provide the accommodation(s). At present, the information concerning an offender's disability status is captured on the CDC 1845, Inmate/Parolee Disability Verification, Learning Disability List, UHR, and CDC 1073, Notice and Request for Assistance at Parole Proceeding, and is entered into the DEC system.

It must also be noted that healthcare information technology, as well as the supervision of all primary care physicians and nursing staff, has been given to the Federal Receivership by a federal court. Any change in duties for primary care physicians or nursing staff related to DECATS needs vetting by the Receivership. Since the Receivership also plans to develop both connectivity and various software solutions related to healthcare, discussion with the Receiver's Chief Information Officer, or his staff, regarding DECATS is also essential.

### **DARS - In-Custody Drug Treatment Program (ICDTP)**

The ICDTP is a resource that assists in the Department's goal of reducing recidivism and also serves as a

remedial sanction for parolees who have violated his or her conditions of parole, in lieu of a return to custody as required by the *Valdivia* Injunction.

Placement into ICDTP is intended for parolees who have committed violations as a result of drug or alcohol-related dependency, and/or those who have a need for a period of confinement and treatment to get their substance abuse under control. All placements into ICDTP are voluntary, must be approved by the Board of Parole Hearings (BPH). CDCR will provide reasonable Americans with Disabilities Act (ADA) accommodations and make modifications to programs, where necessary, to allow access by persons with disabilities. Currently, DARS is not aware of a parolee's disabilities until SASCA does its initial screening. Parolees referred to ICDTP are transported to a program without the benefit of planning for disabilities. CDCR is currently drafting a policy and procedure to inform DARS prior to transport of any disabilities, or other placement considerations, and to provide adequate information prior to transport. This would allow SASCA to make placements into community programs that can accommodate disabilities. The only available means currently is phone and fax, which are arduous considering the volume of information that needs to be conveyed. CDCR currently has many challenges in the process relative to the overlapping requirements of the *Valdivia* court's remedial sanctions requirements, and the *Armstrong* requirement of equal access for the disabled without delays.

The ICDTP operates under Health and Safety Code Sections 11561 (male) and 11563 (female), which allow the BPH to place a person in an in-custody drug treatment program, in nonrevoked status, for up to 90 days, when there are reasonable grounds to believe that he/she is addicted or habituated, or in imminent danger of being addicted or habituated to controlled substances and/or alcohol.

Two ICDTP program designs have been created.

**ICDTP Program 1** design includes a 60-day in-custody educationally-based, drug treatment phase immediately followed by a mandatory 30-day residential aftercare-treatment phase, and may continue into an additional 60 days of residential, sober living/outpatient or outpatient treatment services. The initial 60 days for ICDTP Program 1 is located in county jail facilities. Program 1 participants are transported from the county jail site to the residential CBP by the SASCA Contractor or CBP.

**ICDTP Program 2** design includes direct placement into community-based facilities for a minimum of 90 days mandatory residential aftercare treatment, and may continue into an additional 60 days of voluntary residential, sober living/outpatient or outpatient treatment services. Program 2 design does not include a county jail stay since they are placed directly into the Community-Based Provider (CBP) facility.

Both the jail-based and community-based models provide a cognitive, behavioral and education based treatment curriculum.

The following process is followed when placing a parolee-participant into the ICDTP Program 2 design:

1. The Decentralized Revocation Unit (DRU) will fax the ICDTP endorsements to DARS.
2. DARS will contact the SASCA and identify an ICDTP bed for each endorsement.
3. DARS will fax the endorsement list with the ICDTP facility selected to CDCR Transportation.
4. CDCR Transportation will notify DARS of the arrival date.
5. DARS will notify the DARS Parole Agent III of ICDTP arrival dates.
6. DARS will notify the SASCA of arrival dates.
7. Program 2 participants are transported to the CBP by CDCR Transportation

The SASCA who utilize ICDTP Program 2 have noticed that numerous participants are transported to the CBP with no participant profile information. Many of the participants who are endorsed have serious medical, psychiatric or disability issues. Currently, there is no process to provide participant profiles to the SASCA and thus participants are not appropriately screened prior to their accepting ICDTP. If they do not have the capability of completing the program, this is likely a set up for failure. Also, the SASCA should be provided with enough participant profile information to be able to appropriately place them into a CBP that best meets their needs.

The Department can improve needed services to parolees going to community based programs if access to vital information, such as those mentioned above, are available before a referral and placement is made. This will ensure and enhance that the rights and appropriate services are provided to these parolees.

## 2.2 TECHNICAL ENVIRONMENT

### **Expected operational life**

CDCR is developing an RFP to have vendors provide a solution based upon requirements gathered for the Strategic Offender Management System (SOMS). When fully implemented, SOMS will provide comprehensive and integrated automated support for CDCR institutions, parole supervision, and inmate health care programs. SOMS will replace OBIS and DDPS when it is implemented.

The proposed DECATS solution hardware and system software implements field proven, industry standards. System components will be purchased from reputable vendors that provide maintenance and hardware/software support agreements. CDCR recognizes the need for ongoing hardware, software, and application maintenance, and these maintenance costs are included in the proposed solution and reflected in the Economic Analysis Worksheets, Attachment C.

The proposed DECATS solution will be built upon the existing DEC system currently in use within CDCR.

The expected operational life of the proposed solution is anticipated until various functions of the solution are replaced by or integrated into SOMS.

### **Interaction with other systems**

In order to meet the business objectives of this FSR without creating redundant IT systems or burdening end users with re-entry of data, the proposed solution will interact with other CDCR IT applications, including:

- **Revocation Scheduling and Tracking System (RSTS)** DECATS will obtain information currently contained in RSTS through an interface between the two applications.
- **Standard Automated Preventative Maintenance System (SAPMS)** SAPMS currently consists of an Oracle database at each institution that contains information on repairs for the institution. The proposed solution will generate a work order request that will contain a unique identifier generated by DECATS. The work order request will be sent to the SAPMS staff for approval and entry in to the SAPMS work order system. The SAPMS staff will enter the unique identifier generated by DECATS in to their work order system. The DECATS will link to each SAPMS database daily and extract work order status information to be used for reporting to the courts.
- **Inmate Appeals Tracking System (IATS)** IATS tracks inmate appeals at each institution and is currently a stand alone application. There is a stand alone application at the Headquarters Inmate Appeals Branch that only tracks the appeals that are submitted to them for review. The IATS information will be obtained through a link to the statewide, real-time centralized IATS database that will be developed as part of the solution.
- **Clark Developmentally Disabled Automated Tracking System (CDDATS)** CDDATS contains the phase testing information and test scores for each Developmentally Disabled offender. CDDATS will be replaced by the proposed solution. The information from CDDATS will be uploaded before

deployment into the newly developed DECATS system to provide centralized historical information as required by the court order.

- **RevPacket Scanning Solution** The RevPacket scanning solution has been developed as a pilot project and is deployed in 13 locations throughout the state. The scanning system will be expanded to include equipment in all Parole offices and to include documents used in the Inmate Appeal process as part of this FSR.
- **Health Care Medical Appointment Database<sup>3</sup>** DECATS will need access to the new health care medical appointment system the Receiver is planning on developing. No interface has been defined as of the writing of this FSR.
- **Inmate Medical Appeals Tracking System (IMATS)<sup>4</sup>** DECATS will need access to IMATS which is the appeal system used by health care. No interface has been defined as of the writing of this FSR.

### **State-level information policies**

- **State Administrative Manual (SAM).** CDCR follows SAM policies and guidelines in the development of new information systems, specifically SAM section 5200.
- **Statewide Information Management Manual (SIMM).** CDCR follows SIMM policies and guidelines in the development of new information systems, specifically SIMM Sections 10 through 80 and Sections 110 through 200.
- **Information Technology Oversight.** CDCR follows state policy regarding the establishment of an information technology project and IT procurements.

### **Financial constraints**

The proposed solution and the timetable for the DECATS solution implementation are based on the Armstrong Remedial Plan, the Clark Remedial Plan and the Armstrong “Revised Permanent Injunction” violation remedy court order entered September 11 and 12, 2007, which are regardless of State spending controls, or the standard timeframes of State procurement mechanisms. Funding and procurements to enable the proposed solution will require the cooperation of State control and oversight agencies.

The project’s success is contingent upon approval of a BCP to support staffing on ad on-going IT costs to support the proposed solution.

### **Legal and public policy constraints**

The ACO is an implementation plan for the permanent injunction in the *In re Armstrong* lawsuit. The ACO establishes time frames within which CDCR is required to implement specific improvements in the ADA/EC reporting and tracking program. CDCR is required to report progress to the court and demonstrate compliance with the ACO. Timely implementation of the proposed IT system is essential to

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<sup>3</sup> The Health Care Receiver is planning to develop a scheduling system we will need to interface with the system once it has been developed. An interface has not been defined as part of the development of this FSR.

<sup>4</sup> This Health Care Receiver is planning to develop an Appeals system. DECATS will need to interface with this system once it has been developed. An interface has not been defined as part of the development of this FSR.

support necessary process improvements in regards to ensuring appropriate ADA/EC accommodations are provided to all offenders with identified ADA/EC needs and to provide timely and accurate reports to the court.

In July 1998, CDCR entered into the *Clark* Remedial Plan (CRP) requiring the Department to screen all newly arrived inmates for developmental disabilities; to train staff to recognize, communicate with, and interact with inmates/parolees with developmental disabilities; to provide equal access to all offenders' programs, activities and services; to ensure appropriate classification and safe housing; to provide staff assistance with disciplinary, classification, and other processes as needed; and to ensure adequate medical care.

In 2003, CDCR entered into a stipulated agreement for *Valdivia* to reform its parole revocation system to meet minimum due process requirements by creating a bifurcated system with a probable cause hearing in addition to a full revocation hearing where necessary, and with strict timelines where there is a probable cause determination made soon after arrest. The reformed system also calls for attorneys for all parolees, substantive due process that comports with *Morrissey*, and consideration of remedial sanctions at each stage in the revocation process. Like all proceedings with due process implications, the hearings and processes under the *Valdivia* Injunction require compliance with *Armstrong* and *Clark*.

Information maintained in CDCR information systems includes criminal history information and Criminal Offender Record Information (CORI) as defined in California Penal Code, Sections 11000 and 13000. Access and handling of criminal history and CORI information is regulated in the Penal Code. Responsibility for security and confidentiality of criminal history and CORI information is placed with the California Attorney General. CDCR manages information security policy in compliance with the State Administrative Manual (SAM) and has established an Information Security Officer (ISO) to develop security policy and ensure compliance within CDCR.

### **Department policies**

The proposed solution will be implemented in compliance with CDCR policies and procedures, including the CDCR Strategic Plan, current Agency Information Management Strategy (AIMS) and the Department Operations Manual (DOM). The CDCR Enterprise Information Services (EIS) Business Model provides a model for how the IT function within CDCR aligns its resources and its suite of services to successfully deliver the products and services needed to not only make the current strategic program reorganization and redesign efforts successful, but to also leverage these efforts to be better prepared for future strategic initiatives.

### **Anticipated Changes in Equipment**

Changes to CDCR's existing equipment are anticipated regardless of whether the proposed solution is implemented.

It is anticipated that the solution will require the procurement of desktop equipment, software and the supporting infrastructure initially and as part of an ongoing maintenance cycle. Details of changes and additions to the system are described in Section 3 – Proposed Solution.

### **Availability of personnel resources for development**

CDCR's EIS provides primary technical support for the current CDCR applications and technical

environment. Services include application maintenance, testing, database support and maintenance, troubleshooting, and security. There are eighteen (18) positions within EIS or CDCR dedicated to the ongoing support of the current CDCR disability and effective communications, facilities maintenance, Clark phase testing, inmate appeals, DDPS, revocation scheduling and tracking, lifer scheduling and tracking, and offender based information applications and the supporting technical infrastructure.

CDCR does not have sufficient technical resources and therefore requires additional resources.

The CDCR has assessed its personnel resource requirements based on the alternative analysis and resultant proposed solution determined as a part of this feasibility study. See Attachment C – Economic Analysis Worksheets for further details.

### **2.2.1 Existing Infrastructure**

To support operations of 33 major adult correctional institutions, 9 youth correctional facilities, 86 parole offices as well as camps and health care facilities, CDCR has deployed a statewide IT infrastructure. CDCR's IT infrastructure is managed by CDCR EIS and includes a Data Center to provide central processing services, over 200 Windows based servers supporting local-area networks (LAN), 130 Hewlett-Packard (HP) MPE/iX servers, 17 Unix database servers, over 16,000 desktop computers, thousands of communications devices, a wide-area network (WAN) providing data communications to over 250 CDCR locations, complex computer applications to support operations of CDCR institutions, parole offices and health care facilities, and a Help Desk service that handles over 66,000 calls per year. CDCR provides information to the California Department of Justice (DOJ) for use in the California Law Enforcement Telecommunications Network (CLETS). The CDCR also provides information about parolees to approximately 450 local law enforcement agencies through the Parole Law Enforcement Automated Data System (Parole LEADS).

- **Wide Area Network**

CDCR operates a statewide high speed, frame relay WAN provided by BellSouth Corporation (SBC, now merged with AT&T) under California Department of Technology Services (DTS) contract CNT-001 for the California Integrated Information Network (CIIN) for statewide telecommunications services. The CDCR WAN is a frame relay network connecting all Adult Institutions, Parole Offices, and other CDCR locations. The WAN carries both Transmission Control Protocol (TCP)/Internet Protocol (IP) and Systems Network Architecture (SNA) traffic encapsulated within TCP/IP.

SBC provides WAN circuits and public communications carrier services for CDCR. Although network management services are also available from SBC under the CIIN contract, CDCR has chosen to perform most network management services internally within the EIS Data Center. Network management functions, which CDCR currently performs internally, include real-time network monitoring, fault detection and isolation, software support, configuration management, and performance analysis. The SBC does not report to CDCR on WAN and Local Area Network (LAN) utilization, errors, protocol distribution, resource uptimes, or other performance measures. SBC does not perform capacity analysis or planning for CDCR. The EIS Data Center Network Communications Unit performs those functions. The Network Communications Unit is also responsible for documenting the CDCR WAN configuration and topology. The CDCR provides hardware maintenance on the CDCR-owned communications equipment (such as routers, switches, and Data Service Units (DSU)) through an external maintenance contract.

Because of the number of IBM 3270 emulation display devices installed in the CDCR institutions, and because these are provided to CDCR by DTS through State Master Rental Agreements, WAN connections which serve the CDCR institutions, were installed and are managed by DTS. The WAN connections serving the CDCR parole offices, central office, and other locations are entirely managed by CDCR in cooperation with SBC.

The most significant WAN issue is the limited bandwidth currently available through the WAN. Institutions are currently connected to the WAN via T-1 lines, but the bandwidth to each institution is limited to a Committed Information Rate (CIR) of 128 Kbps (about twice the speed of a dial-up Internet connection).

The EIS has contracted network consultants to study WAN utilization and determine necessary design and capacity improvements. However, implementation of WAN improvements would not be completed until long after the implementation of the proposed solution.

The CDCR EIS currently manages the LAN environment. This includes the onsite wiring, routers, DSU/Communication Service Units (CSU), and LAN switches.

The DECATS system application will be accessed via Intranet and Internet connections. The Intranet connections will use PCs on CDCR LAN's connected to the EIS Data Center via frame relay WAN connections. The Internet connections will use PCs with modems, which access a local Internet Service Provider (ISP) and connect to the CDCR's External Web Server.

- **Desktop Workstations**

CDCR EIS supports the CDCR desktop environment, which includes over 16,000 desktop computers statewide. This support generally consists of PC asset management and Desktop Support services. CDCR EIS Data Center Desktop Support Unit provides remote and on-site support to desktops at CDCR headquarters locations and at the EIS location in Rancho Cordova.

All desktops that are supported by the CDCR EIS Data Center are connected to the CDCR LAN/WAN. Desktop computers not connected to the CDCR LAN/WAN are designated as "Field Supported." The CDCR EIS provides technical advice to field technical support staff.

The CDCR adult institutions, parole offices, and other administrative locations employ technical staff that performs desktop support functions. The CDCR EIS Data Center Desktop Support Unit indirectly supports LAN/WAN connected desktops in field locations by acting as technical leads, advising technical staff assigned to CDCR prisons and parole offices and, when necessary, remotely accessing these desktops to diagnose problems.

Since 1992, technical standards have been enforced in procurements of desktop hardware and software. Currently, CDCR EIS documents CDCR IT standards in its Information Technology Standards Manual. This manual documents CDCR IT standards for desktop hardware and software and other IT components, such as Notebook computers, Personal Digital Assistants, printers, LAN installations, WAN, and Remote Access. The current Desktop and Mobile Computing standards for hardware and software are shown below.

**Minimum Hardware Standards - Desktop (Staff Use)**

Below are the minimum hardware standards for all newly acquired desktop computers. These standards represent *minimum* requirements and may be exceeded at the discretion of the

prospective manager and the business need must be justified on the CDCR 1855 form.

<b>Central Processor Unit</b>		
<b>Specifications:</b>	<b>VENDOR/MODEL</b>	
	<b>Gateway E4610</b>	<b>Hewlett Packard dc5700</b>
Standard User Processor:	Intel® Core™ 2 Duo	
SU Processor Speed:	1.86 GHz	
Power User Processor:	Intel® Core™ 2 Duo	
PU Process Speed:	2.13 GHz	
Bus Type:	800 Mhz FSB	
Network Interface	One IEEE 802.3 (Ethernet and 10/100/1000 Base-TX) 32-bit PCI LAN interface adapter with RJ45 connector	
Storage (DISK)	80 GB SATA Hard Drive – 7200 rpm	
Standard User Memory:	1GB RAM (1024 MB)	
Power User Memory:	2 GB RAM (2048 MB)	
Ports:	6 USB	8 USB
Audio:	Integrated Audio with internal speaker	
Keyboard/Mouse:	104 keyboard (USB), USB optical wheel mouse	
Optical Drive:	CD-RW/DVD combo drive	
Warranty:	3 year nest business day on-site	
<b>Display</b>		
Size:	17 in. Flat Panel LCD	
Screen Type:		
Resolution:	.25 dot pitch	
Warranty:	Standard 3-Year	

**Minimum Desktop Software Standards**

All newly acquired desktop computers must be configured with the following software:

**1. Operating System**

- Workstation O/S: Purchase: Microsoft (MS) Windows Vista

*Install:* Microsoft (MS) Windows XP Professional

**2. Applications**

- Office Application Suite: Purchase: MS Office 2007 Pro

*Install:* MS Office 2003, including:

- MS Word - Word Processing
- MS Excel - Electronic Spreadsheet

- MS PowerPoint - Presentation Graphics
  - MS Access - Database
  - Anti-Virus Support: Network Associates - Virus Scan v8.5.0i (cPO Agent)
  - E-Mail and Calendaring: MS Outlook Calendar 2003
  - Internet/Intranet Browser and tools: MS Internet Explorer v6
  - Adobe Acrobat Reader v7.03 Macromedia Flash Player v8.x
- Hard Disk Image: Ghost v11.\* Corporate Edition (Symantec)Office

**Minimum Hardware Standards - Notebook**

Below are the hardware standards for all newly acquired notebook computers. These standards represent mandatory CSSI contract requirements. Low, medium and high tier models are available based on the functional need of the program area. The program determines the model and the business need must be justified on the CDCR –1855 form.

<b>Central Processor Unit</b>		
<b>Specifications:</b>	<b>VENDOR/MODEL</b>	
	<b>Gateway M465-E</b>	<b>Lenovo Thinkpad R61</b>
Standard User Processor:	Intel® Core™ 2 Duo – 1.66 GHz	Intel® Core™ 2 Duo – 1.8 GHz
Power User Processor:	Intel® Core™ 2 Duo – 1.83 GHz	Intel® Core™ 2 Duo – 1.83 GHz
Bus Type:	667 MHz FSB, 2 MB L2 Cache	
Network Interface:	Integrated Intel® 10/100/ 000 Ethernet Adapter	
Storage (DISK)	60 GB HD – 5400 rpm	80 GB HD – 5400 rpm
Standard User Memory:	1GB RAM (1024 MB)	
Power User Memory:	2 GB RAM (2048 MB)	
Modem:	Integrated V.92 56K	
Ports:	6 USB	8 USB
Audio:	Integrated Audio with internal speaker	
Keyboard/Mouse :	104 keyboard (USB), USB optical wheel mouse	
Optical Drive:	CD-RW/DVD combo drive	
Warranty:	3 year nest business day on-site	
<b>* Wireless technologies <u>must</u> be disabled.</b>		

<b>Display</b>	
Size:	17 in. Flat Panel LCD
Screen Type:	

### 3.0 PROPOSED SOLUTION

#### 3.1 SOLUTION DESCRIPTION

The proposed solution includes functions specifically mandated in the court orders and ones that CDCR considered due diligence in meeting the intent of the court and its orders. The Disability and Effective Communication Accommodations Tracking System (DECATS) solution will include the following information and capabilities to support the tracking of all relevant ADA information for all CDCR adult offenders:

- Identifying bed inventory, availability, projected availability of ADA housing at contracted community programs
- Ability to reserve ADA housing at contracted community programs
- Ability for Division of Adult Parole (DAPO), Division of Addiction and Recovery (DARS) and their contract staff to view and update accommodations provided to offenders
- Ability for BPH staff to view accommodations provided by DARS and DAPO staff
- Ability for DARS and Division of Adult Parole (DAPO) to share ADA information with community program providers
- Assigning, maintaining and tracking personal appliances used to accommodate ADA needs
- Tracking ADA related grievances
- Identifying ADA compliant housing availability and assignments within contracted community programs
- Reserving ADA compliant housing for offenders within contracted community programs
- Identifying and tracking adaptive support needs of adult offenders by consolidation of the Clark Developmentally Disabled Automated Tracking (CDDATS)
- Scheduling and reporting on the availability of ADA resources such as Language Interpreters and Sign Language Interpreters within contracted community programs, institutions, county jails and parole offices
- Record the use of SLI in community programs, institutions, county jails and parole offices
- Scheduling and reporting on the availability of Support Services Assistant-Interpreters (SSAI) at designated institutions as a resource for providing SLI services via videoconferencing

- Identifying and scheduling videoconferencing locations and support staff at each location
- Recording accommodations provided to adult offenders by Transportation, DAPO, DARS
- Integration of Revocation Scheduling and Tracking System (RSTS) and DEC integration for BPH and Mental Health staff (including contractor staff) to track and document treatment/evaluations for mentally ill parolees suspended from the revocation process
- Ability to report on and identify the state of repair and the preventative maintenance schedule of ADA accessible housing assets statewide
- Ability to scan and distribute offender information related to grievances and revocation processes
- Ability to report on compliance with court remedial plans and orders

The proposed solution will assimilate information from various sources and present it using shared web services, a central application, underlying applications and data base links to present a single view of offender ADA needs, ADA resources available (Sign Language Interpreters, hearing aids, adaptive support housing, etc.), and ADA resources assigned to an offender. CDCR currently employs several of the data base link technologies that will be used as part of this project.

Authorized end-users will access the proposed solution using the CDCR Intranet or public Internet connections. The Intranet connections use desktop workstations on local Ethernet LAN's connected to the CDCR EIS data center via CDCR WAN connections. Public Internet connections use desktop or laptop workstations which access a local Internet Service Provider (ISP) and connect to the CDCR External Web Server. Data transmitted over the public Internet will be encrypted using 128 bit Secure Sockets Layer (SSL) encryption.

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The following matrix identifies the systems to be included in the proposed solution; information currently tracked in these systems, and proposed new information needs.

System	Current Data	Proposed Data to be Added	Business Problem Addressed
<p>Disability and Effective Communication Accommodations Tracking System (DECATS)                      Centralized Oracle database with web front end.</p>	<ul style="list-style-type: none"> <li>• Offender ADA requirements</li> <li>• Offender current location (from CODB)</li> <li>• Statewide bed inventory (Institutions only – from CODB)</li> </ul> <p>Any information currently in the existing DEC system.</p>	<ul style="list-style-type: none"> <li>• Bed Inventory (Community Programs)</li> <li>• Bed Maintenance (SAPMS Reporting)</li> <li>• Housing Assignments (Community Programs)</li> <li>• Offender Developmental Disability Program (DDP) data (move CDDATS to DECATS)</li> <li>• Institutional Program &amp; Mission Tracking</li> <li>• Appliance Tracking                             <ul style="list-style-type: none"> <li>○ Appliance Inventory</li> <li>○ Appliance Assignments</li> <li>○ Appliance Maintenance (Preventive and Corrective)</li> <li>○ Appliance Procurement Status</li> </ul> </li> <li>• Sign Language Interpreter Scheduling                             <ul style="list-style-type: none"> <li>○ Staff List</li> <li>○ Languages (Skillset)</li> <li>○ Appointment Calendar</li> <li>○ Staff travel issues</li> </ul> </li> <li>• Videoconferencing Scheduling                             <ul style="list-style-type: none"> <li>○ Staff List</li> <li>○ Equipment Availability</li> <li>○ Languages (Skill set)</li> <li>○ Appointment Calendar</li> <li>○ Staff travel issues</li> </ul> </li> <li>• Offender Mental Status</li> <li>• Offender Adaptive Support needs</li> <li>• Accommodation Recording</li> <li>• Accountability Tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Problem 1.2.1</li> <li>• Problem 1.2.2</li> <li>• Problem 1.2.3</li> <li>• Problem 1.2.4</li> <li>• Problem 1.2.6</li> <li>• Problem 1.2.7</li> <li>• Problem 1.2.8</li> <li>• Problem 1.2.9</li> <li>• Problem 1.2.10</li> <li>• Problem 1.2.11</li> <li>• Problem 1.2.12</li> <li>• Problem 1.2.15</li> <li>• Problem 1.2.16</li> <li>• Problem 1.2.17</li> </ul>
<p>Standard Automated Preventive maintenance System (SAPMS)</p>	<ul style="list-style-type: none"> <li>• Existing SAPMS database at each institution</li> </ul>	<ul style="list-style-type: none"> <li>• SAPMS integration with DECATS for retrieving status of preventative maintenance and repair orders, access through WAN.</li> </ul>	<ul style="list-style-type: none"> <li>• Problem 1.2.3</li> </ul>

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Inmate Appeals Tracking System (IATS)	<ul style="list-style-type: none"> <li>• Inmate Appeals - Third level Appeals Tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Inmate Appeals - First and Second level appeals tracking (Grievance tracking) integrated with Third Level Appeals Tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Problem 1.2.11</li> </ul>
Document Scanning and Retrieval for Inmate Appeal packets and Revocation Packets (build on current Rev Packet scanning project)	<ul style="list-style-type: none"> <li>• Current pilot project RevPacket</li> </ul>	<ul style="list-style-type: none"> <li>• All packet documents scanned and stored for use in inmate appeals and revocation processes (Will be linked to DECATS system instead of a stand alone solution)</li> </ul>	<ul style="list-style-type: none"> <li>• Problem 1.2.18</li> </ul>

The Proposed Solution leverages information already captured in existing systems and adds new functionality where appropriate to meet the business needs. The Proposed Solution also attempts to minimize the impact on existing systems and processes which are not directly related to ADA needs. DECATS will be built upon the currently existing DEC database infrastructure.

- **Offender Housing Placement**

CDCR DARS staff will manage housing placement for offenders within community programs. Using DECATS information regarding the community program housing availability and offender program and ADA needs, local housing decisions will be made and the results added to DECATS.

- **Bed, Housing and Program Management**

Bed, housing and program management for contracted community programs will be contained within DECATS. DECATS will contain a statewide inventory of all beds within community programs and their characteristics. The information will be maintained by both DARS and contracted community program staff. Each community program bed will be identified with the appropriate program and accommodations so staff can make appropriate housing decisions.

- **Inmate Appeals**

The proposed solution will consolidate the local inmate appeals systems with the headquarters director's level appeals system. It will also include a scanning component that will provide all the documentation needed to review and support any decisions made regarding an inmate's appeal. This will create a statewide repository of appeals information. The headquarters system will be expanded to include local appeals information and an interface will be developed for institution staff. The local interface will include functionality needed for the local Appeals Coordinators to maintain appeals information and CDCR staff needing appeals status.

- **ADA Health Care Appliances**

An ADA health care appliance tracking system will be developed as part of the DECATS proposed solution. It will identify ADA health care appliances and assignments of the appliances to offenders. The appliance tracking system will allow identification of ADA health care appliances available in

each institution and will track appliance assignments to offenders. Appliance assignment information will be available to custody staff to ensure appliances are only being used by the appropriate offenders. The appliance tracking system will log when appliances are ordered by a doctor and will allow staff to monitor the procurement process.

- **Interpreter Scheduling and Recording**

An Interpreter Scheduling system will be developed as part of the DECATS solution that will schedule foreign language and sign language interpreters for various hearings. The Interpreter Scheduling solution will maintain a list of interpreters and allow interpreters to be scheduled for future hearings. Once scheduled, the Interpreter Scheduling system will send Outlook meeting notices to the appropriate interpreter. The LSTS and RSTS users will access the scheduling system directly when interpreters are needed. When an interpreter is used in any due process event, the use of the interpreter will be recorded in DECATS.

- **Videoconferencing Scheduling**

A videoconferencing scheduling system will be developed as part of the DECATS solution that will schedule rooms that contain videoconferencing equipment for various hearings. The videoconferencing scheduling will maintain a list of rooms available and allow interpreters to be scheduled for future hearings. Once scheduled, the videoconferencing scheduling system will send Outlook meeting notices to the appropriate interpreter and room. The LSTS and RSTS users will access the scheduling system directly when videoconferencing is needed. When videoconferencing equipment and an interpreter are used in any due process event, the use of the equipment and interpreter will be recorded in DECATS.

- **Cell Maintenance**

The status of repair or preventative maintenance to buildings, floors, rooms, or cells will be tracked in SAPMS. As repairs are identified, usually by the Housing Sergeant in the immediate work area, a work order request is generated by DECATS and will be printed out and will be routed to Plant Operations. At the same time, CDCR staff will modify the status of the bed based on the type of maintenance identified, and a change in bed availability for certain ADA classified offenders will also change. CDCR staff will have the ability to identify changes in bed availability and/or status in the event that a repair or preventative maintenance task, such as a broken elevator, would prevent some ADA inmates from reaching their cell. Once the repair is completed and inspected by the ADA Coordinator, the bed availability status will be changed based upon the repairs that were completed by the ADA Coordinator.

DECATS will generate reports from the SAPMS information that will provide the repair and/or preventative maintenance information as it relates to a bed's availability. CDCR staff will have access to the preventative maintenance status reports for the buildings, floors, rooms or cells.

- **Return to Custody Assessment**

When an offender is believed to be unable to participate in a return to custody hearing, the LSTS or RSTS system will trigger a return to custody evaluation event in DECATS. This process will begin to track the mental health evaluation tasks and regular status updates until the offender is able to participate in the return to custody hearing. The process will notify the Division of Healthcare

Services that a mental health evaluation is required and allow regular updates on the offender's progress. Key milestones in the process will be identified along with CDCR contacts responsible for completing the milestones. Reminders will be automatically sent to CDCR contacts when predefined completion dates are not being met.

- **Document Scanning and Retrieval**

Using scanning and document retrieval, the CDCR will be able to provide all affected parties involved in inmate appeals, revocation processes and hearings with all the paperwork required for any due process event. It will be incorporated as part of the DECATS solution and will be linked to the inmate appeals system which identifies an appeal's status and any accommodations that were provided or denied to an inmate. This scanning process will provide CDCR with a workable method to distribute entire revocation packets by electronic means in order to facilitate the timely provision of all due process events, and source documents to all affected parties involved in each process.

- **Clark Developmentally Disabled Phase Testing**

Converting the existing CDDATS system as part of the DECATS solution will provide CDCR the ability to view a developmentally disabled offender's phase testing information, test scores and adaptive support needs statewide, at any time. This will enable CDCR staff to place each offender in an appropriate institution and bed that will provide them the adaptive supports they need. The information from CDDATS will be uploaded before deployment into the newly developed DECATS solution to provide centralized historical information as required by the court order.

- **Accountability Tracking and Accommodation Recording**

This solution will provide accountability tracking, recording of any accommodation provided to an offender and reporting capabilities to ensure CDCR staff is checking the effective communication system. This tracking, recording and reporting functionality of the solution will ensure all accommodations are provided in any due process event with an offender. It will also ensure HIPPA compliance is maintained when CDCR shares ADA information regarding disabled offenders. Any time an accommodation is provided to an offender, it will be recorded in DECATS.

## **Hardware**

Hardware and system software that are functionally identical to the proposed solution are currently in use within CDCR technical architecture and are supported by CDCR EIS system administration staff.

CDCR staff will maintain hardware version updates and will modify system and virus software as standards evolve over time.

To ensure that the objectives and requirements are met, CDCR will use the existing DEC hardware and procure necessary additional hardware for the proposed solution.

- 20 Terabytes of data storage will be incorporated into the DECATS solution.
- Oracle Report servers will be hosted on two (2) Microsoft Windows based servers.

- Web and middle tier application servers will be hosted on two (2) load balanced Microsoft Windows based web servers.
- External web access will be hosted on two (2) load balanced Microsoft Window based servers.
- Additional firewalls and data switches will be required.

## **Software**

All software for the proposed solution will be consistent with CDCR software standards. CDCR staff will maintain software version updates and will modify system and virus software as standards evolve over time.

- All Windows based servers will operate on MS Windows Server 2003 software and have McAfee Total Virus Defense virus protection software.
- The web servers will use Microsoft Internet Information Server (IIS) software.
- Desktop workstations will have the full compliment of CDCR's standard desktop software including MS Office, MS Outlook, Internet explorer, Attachmate (for terminal emulation), and McAfee virus protection software.
- The Inmate Appeals database will use Microsoft SQL Server operating on HP servers running the Microsoft 2003 server operating system.
- SAPMS in the local institutions will continue to use Oracle databases operating on HP windows servers running Microsoft 2003 server operating systems.
- Servers will be backed up utilizing Veritas NetBackup with HP MSL6000 tape library.

## **Technical Platform**

New servers will be installed at the CDCR EIS Data Center and connected on CDCR's existing frame relay WAN, which connects all CDCR adult institutions and CDCR central office to the CDCR EIS Data Center and to Department of Technology Services (DTS). This data network connectivity will enable CDCR Institutions, BPH, and other stakeholders to access the data systems.

The proposed solution will require additional LAN connections and workstations in the Clark Testing Facilities. The new LAN connections are being provided as part of the CITIP project and the workstations costs are included in this FSR.

## **Development Approach**

The proposed solution includes procurement of contractor services to modify existing systems, new project and ongoing maintenance staff, and redirected CDCR staff. The development effort will be managed and coordinated through a single vendor that will hire, coordinate and manage resources for each system included in the solution. Application development activities will be conducted in

accordance with IEEE, Project Management Institute (PMI) and CDCR's standard System Development Life Cycle (SDLC).

The development approach for the proposed solution entails enhancement of an existing custom application, development of a custom application, modification to existing vendor supported applications and expansion of current data base links. Given the proven operating platform and ease of deployment, the DECATS solution will use the current DEC system and infrastructure as its base. The DEC system provides the functional model for the hardware and system software development environment, application development tools, interface techniques, end-user roles and responsibilities, end-user access requirements, and end-user organizations. The DECATS solution development will be performed with new project development and ongoing maintenance staff, redirected CDCR staff and consulting resources. Functionality included in DECATS will include:

- Reporting on the state of repair and preventative maintenance of ADA accessible housing statewide
- Appliance Tracking
- Sign Language Interpreter Scheduling including the availability of videoconferencing equipment
- Offender DDP Information
- Adaptive Support needs of DDP Offenders
- Return to Custody Tracking
- Audit Trail Capture, Recording and Reporting of Accommodations provided to offenders
- ADA Bed Identification, Availability and Reservation in Contracted Community Programs
- Inmate Appeal and Revocation Packet Scanning
- Institution Repair and Preventative Maintenance Status Tracking
- Reporting on CDCR's ability to meet compliance with the remedial plans and court orders

### **SAPMS**

CDCR's current software contractor, KOACH Consulting, has the proprietary rights to *Facility Center* and must participate through a contract to modify SAPMS and assist CDCR with any data conversion.

### **Inmate Appeals Tracking System**

Inmate Appeals Tracking System (IATS) is an in-house designed, developed, and supported product using redirected CDCR development staff. These systems will be modified using redirected staff who will also provide the on-going system maintenance.

### **Central Medical Appointment Database**

The Health Care Receiver is planning to develop a scheduling system. DECATS will interface with the system once it has been developed. An interface has not been defined as of the development of this FSR.

#### **Inmate Medical Appeals Tracking System (IMATS)**

DECATS will need to interface with IMATS. An interface has not been defined as of the development of this FSR.

### **5. Integration Issues**

In order to meet functional requirements, the proposed solution will require interfaces and/or data base links with other CDCR information systems. Interfaces will be developed, if needed, to provide the information for the various business functions:

- SAPMS Interface for additional reporting
- Inmate Appeals Interface
- RSTS Interface for scanning and return to custody
- LSTS Interface

### **6. Procurement Approach**

Master Service Agreement (MSA) and California Multiple Award Schedule (CMAS) will be used for contract services required to develop the proposed application. The EIS Parole Automation Support Section (PASS) staff will procure the hardware and related software. The MSA and CMAS will also be used for contract services required to ensure an appropriate design of the hardware and software environment.

A Non-Competitive Bid (NCB) will be used to contract with KOACH Consulting, who has the proprietary rights to *Facility Center* and must participate through this type of contract to modify SAPMS.

### **7. Technical Interfaces**

Please see Integration Issues, in 5 above.

### **8. Testing Plan**

Technical staff (in-house and vendor) will use CDCR's well-defined testing methodology in this project. In addition, existing technical and program subject matter experts will be involved and responsible for review of the vendor's deliverables and acceptance testing. Testing procedures will include unit, system, integration, regression and user acceptance testing.

The DECATS Testing Plan will include all appropriate levels of testing considered necessary for the proposed system, including the following tasks:

- Identify the purpose and scope of the test
- Develop test cases that identify the requirement, function, module, system, or interface to be tested
- Identify the results that constitute a success or pass condition
- Identify the steps to be performed to verify the requirement, function, module, system, or interface to be tested
- Perform the steps that were identified to verify the requirement, function, module, system, or interface to be tested
- Perform all necessary retesting, including regression testing, of components that previously failed
- Prepare test summary reports documenting test results
- Perform user acceptance testing
- Perform load capacity, stress and performance testing
- Identify required user training
- Prepare user policies and procedures and manuals for users and DECATS administrators
- Perform test of user and DECATS administrator training procedures
- Develop agreed upon user acceptance criteria for each phase of the project
- Develop User Acceptance Test strategies and supporting test scenarios

The project will use formal software configuration management to control the baseline of the system software as testing progresses and the system becomes production-ready.

## **9. Resource Requirements**

The resources required to develop, and implement the proposed DECATS solution will come from a combination of CDCR staff and outside contractors. CDCR requires staff with skills in the area of project management, procurement, requirements definition, system design, testing methodologies, database administration, network administration, security administration, operations, migration and desktop support.

Knowledgeable CDCR personnel are necessary to provide detailed explanations about the current business processes, define the business requirements, assist in the design of reports, conduct user acceptance testing, and implement the systems. Vendor staff will be responsible for providing technical knowledge transfer, operational and technical documentation and training to the DECATS project team to ensure that CDCR's staff has the knowledge required to support the DECATS solution.

In FY 2008/09, CDCR staff and contractors will begin to develop and test the DECATS solution and related interfaces. In addition, these staff will modify the Inmate Appeals systems, expand the scanning system, and modify the SAPMS system. The CDCR staff will be a combination of 9 new, 3 limited term and redirected program positions.

In FY 2009/10, two (2) limited term positions, currently supporting the DEC system will be converted to permanent positions. The converted positions will be added to support the integration

efforts for DECATS in to the existing DEC system. Existing CDCR staff and contractors will continue to develop and test the DECATS solution and any related interfaces. In addition, these staff will continue to modify and test the Inmate Appeals system, the scanning system, and the SAPMS system. The CDCR staff will be a combination of 13 new, 7 limited term and redirected program positions.

Ongoing system support of the DECATS solution will require CDCR resources that exceed current staffing levels. Currently, two (2) CDCR positions support and maintain the DEC system. After the implementation of DECATS these positions will support the DECATS solution.

The staff resources identified for the development, implementation, and support of the proposed solution is detailed in the Attachment C - ECONOMIC ANALYSIS WORKSHEETS, Proposed Details-One-Time Costs, Information Technology Staff section and Proposed Details-On-going, Information Technology Staff section.

## **10. Training Plan**

The vendor must provide training to CDCR staff. The CDCR will work with the vendor to determine the most effective method to train CDCR staff. This may include the following elements:

- Train the Trainer. Training designed for an internal system expert to support department-wide training needs and provide application Help Desk support.
- End User. Training for all end users on application use and capability. This will include data input, maintenance, search and retrieval, and reporting requirements by unit or functional area requirement.
- System Administrator. Training or transfer of knowledge on system maintenance, updating, access, security, configuration, and modification.
- Follow-up Support. Training provided after installation to address questions, features, issues, and concerns of end users. The vendor will design this training to address the needs of both remedial and more sophisticated users.

The vendor will produce supporting documentation in the form of user manuals, technical support manuals, and technical architecture documentation. The training will cover business processes, workflow, data input, maintenance, search and retrieval, and reporting requirements.

## **11. Ongoing Maintenance**

The EIS application support and Data Center staff will be responsible for ongoing maintenance of the system. All Windows servers, desktop workstations, and laptop computers to be utilized for DECATS are included in the costs section of the Economic Analysis Worksheets, Attachment C of this FSR.

The CDCR new and redirected staff will perform the following services as part of ongoing maintenance:

- Receive and analyze requests from the business community for changes
- Develop business requirements
- Make all changes based on business requirements
- Test all changes

- Train end users on all changes made
- Provide application Help Desk support
- Infrastructure support (desktops, network)
- Maintain custom applications
- System Administration (setting up new users, changing access rights)
- Database Administration
- Maintain Interfaces
- Coordinate DTS and vendor activities
- Imaging environment infrastructure support
- Maintain imaging applications
- Maintain imaging databases

## **12. Information Security**

The servers and software support and maintenance purchased for the DECATS solution will be maintained by the EIS Data Center Information Security staff.

Information security requirements for CDCR information systems are described in CDCR's Information Security Architecture (ISA), which is maintained by the CDCR Information Security Officer (ISO).

The CDCR ISO will review the FSR, Software Requirements Specification and Detailed Design Specification to ensure that the DECATS solution, the Inmate Appeals, Scanning and SAPMS modifications are built in compliance with CDCR's information security policy. Biennial risk assessments will be conducted in accordance with SAM.

Access to the workstations, network and applications will be limited to authorized users. The solution and applications will ensure that passwords are not displayed on the screen at any time. Role-based security will be used to control the level of access provided to end users of the application. End users will continue to use security practices consistent with CDCR's requirements of logon management, password protection, and user account access. Physical access to workstations and servers at all locations will be restricted to CDCR employees and authorized personnel. All end users and system support staff will be required to comply with CDCR's policy of changing passwords every 90 days. All new users of the CDCR network receive training regarding CDCR information security policy and are required to comply.

Authorized end users would access the proposed solution using the CDCR Intranet or public Internet connections. The Intranet connections use desktop workstations on local Ethernet LAN's connected to the CDCR EIS data center via CDCR WAN connections. Public Internet connections use desktop or laptop workstations which access a local Internet Service Provider (ISP) and connect to the CDCR External Web Server. The DECATS system, DDPS and SAPMS data transmitted over the public Internet will be encrypted using 128 bit Secure Sockets Layer (SSL) encryption.

## **13. Confidentiality**

Some of the data to be maintained in DECATS is confidential or sensitive. Information is provided only on a need-to-know basis. The proposed solution will comply with the CDCR Information Security Architecture (ISA) and the project will be coordinated with the CDCR ISO as described above under Information Security.

Psychiatric evaluations are required for purposes of determining suitability for parole. The findings of these evaluations are confidential. The CDCR network is a closed, private network that protects confidential data. The CDCR network complies with security and privacy requirements of the federal Health Insurance Portability and Accountability Act (HIPAA).

#### **14. Impact on End Users**

The DECATS solution will have a substantial impact on the end users. Automating manual, paper-intensive processes will require some standardization of many of the business practices surrounding offenders, housing, and facility repairs. The DECATS solution will provide an electronic record of ADA housing repair status, ADA housing availability and reservations within contracted community programs, health care appliance tracking, Clark phase testing, offender adaptive needs identification, sign language interpreter scheduling, videoconferencing equipment scheduling, accommodation recording for all contact with offenders, centralization of inmate appeal information, and inmate appeals and revocation packet documentation. The new solution will improve the efficiency and effectiveness of tracking ADA offenders, their housing needs, and providing the accommodations needed to meet the Armstrong and Clark remedial plans and court orders within community programs. The new solution will be coordinated with the CDCR ISO as described above under Information Security.

#### **15. Impact on Existing System**

A significant risk in the proposed solution relates to the possibility that EIS staff may not be available due to other priorities. This is assessed as a moderate risk in the risk analysis for the proposed solution. The difficulty of utilizing technical support staff from existing priorities has not been underestimated. A careful balance between requirements to adequately support existing systems and providing support to the DECATS solution development effort must be maintained. However, the number of required project staff in relation to total available staff is relatively small and where possible contractor support is budgeted to augment EIS staff.

In order to meet statutory requirements, historical data contained in the CDDATS database must be preserved. Converting this data for use in DECATS, is expected to be relatively straightforward with minimal workload.

#### **16. Consistency with Overall Strategies**

The proposed solution is consistent with the CDCR Strategic Plan Goal 2, Develop Information Technology Strategies and Implement Systems Capable of Managing Both Current and Future Needs; and Goal 4, Develop Preventative Strategies to Minimize and Mitigate Harm, Preclude Class Action Suits and Remedy Identified Violations. The CDCR information technology strategic plan, California Technology Improving Public Safety (CalTIPS), recognizes that permanent injunctions are a stakeholder requirement driving technology solutions. The proposed solution is consistent with the CDCR CalTIPS goal to support and improve legal compliance by providing audit trails, performance measurement, and business process reengineering. Hardware and software to be implemented in the proposed solution conform to standards identified in the CDCR CalTIPS and support the CDCR compliance with the ACO.

## **17. Impact on Current Infrastructure**

Hardware and system software that are functionally identical to the proposed solution are currently in use within CDCR technical architecture and are supported by CDCR EIS system administration staff.

CDCR staff will maintain hardware version updates and will modify system and virus software as standards evolve over time.

To ensure that the objectives and requirements are met, CDCR will use some existing hardware and procure necessary additional hardware for the proposed solution.

- 20 Terabytes of data storage will be incorporated into the existing DEC system to support the DECATS solution.
- Oracle Report servers will be hosted on two (2) Microsoft Windows based servers.
- External web servers will be hosted on Microsoft Windows based servers.
- Web and middle tier application servers will be hosted on two (2) load balanced Microsoft Windows based web servers.
- Additional firewalls and data switches will be required.

## **18. Impact on Data Center**

The solution does not require support from a State data center.

## **19. Data Center Consolidation**

Since the proposed solution does not require the use of a State data center server and support, the State's requirement regarding data center consolidation does not apply.

## **20. Backup and Operational Recovery**

CDCR currently performs a variety of tasks in anticipation of a disaster. The same practices will be employed with the DECATS solution and include:

- Core hardware redundancy (test servers can be used to replace inoperable production servers, equipment purchased for the failover site).
- Enhanced maintenance agreements for core hardware (shortened vendor response times).
- Full and incremental backup of all servers (offsite storage of backup tapes).
- Environmental Support of the EIS Data Center (Generator, UPS, FM200 fire suppression system, and enhanced physical security measures).

## **21. Public Access**

None.

## **22. Cost and Benefits**

The proposed solution includes one-time costs of \$ 7,578,687 for staff, software, hardware, software customization, installation, configuration, training, and oversight. The ongoing costs of \$ 5,687,995 account for staff, and the ongoing maintenance of the system software, hardware, and telecommunications. Total Project Costs are \$13,266,683.

The Proposed Solution Economic Analysis Worksheets can be found in Attachment C.

## **23. Sources of Funding**

The funding for this FSR will be from the General Fund.

### **3.2 RATIONALE FOR SELECTION**

- **Advantages:**

The Armstrong Court Orders require the CDCR to provide facilities and due processes that comply with the requirements of the Americans with Disabilities Act (ADA); Section 504 of the Rehabilitation Act, the *Armstrong v. Schwarzenegger (Armstrong)* Permanent Injunctions, the *Clark v. State of California (Clark)* Remedial Plan, the *Valdivia v. Schwarzenegger (Valdivia)* Stipulated Permanent Injunction and the US Supreme Court cases of *Morrissey v. Brewer (Morrissey)*, and *Wolff v. McDonnell (Wolff)*, and their progeny relating to due process events. In addition, the courts have required the CDCR to create and maintain a system for tracking parolees and prisoners with disabilities, provide reasonable and necessary accommodations to prisoners and parolees with disabilities and provide safe and accessible housing to prisoners with disabilities.

- The project builds on existing systems and architecture within CDCR.
- The implementation of the proposed solution fits within the CDCR's budget request for additional funds.
- The proposed solution will use the DEC design and development approach, since DEC provides a proven, working model for developers and is familiar to EIS Data Center system support staff that will be required for set up and ongoing support.
- The proposed solution provides the best integration between hardware and system software components.
- The proposed solution can be completed within a short time frame and is the solution with the least risks.
- The proposed solution enables CDCR to implement standard, supported hardware and software.

- The proposed solution allows CDCR to meet many of the court mandates in the Armstrong and Clark Remedial Plans and court orders.
  - The proposed solution will allow CDCR to develop business processes and policies that can be incorporated in to the SOMS solution.
  - The requirements included in the proposed solution were mapped to requirements identified in SOMS. The requirements included in the proposed solution were determined to be worth developing based upon what was already planned, the effort involved to develop the solution and the expected life span of the development effort for the requirement.
  - Easy win workarounds were identified to close interim gaps in order to meet future court requirements.
- **Disadvantages:**

The proposed solution includes interim work arounds to meet the intent of the court and relies on the implementation of SOMS to provide a complete automated solution that addresses the court requirements. These work arounds will meet the intent of the court and will show due diligence by CDCR to meet the orders.

## **OTHER ALTERNATIVES CONSIDERED**

Prior to selecting the proposed solution discussed above three other alternatives were considered:

- Enhance the DDPS application.
- Develop the complete DECATS solution that includes all the functionally and automation required to obtain compliance with the Armstrong and Clark Remedial Plans and court orders.
- Wait for the development and implementation of CDCR's replacement offender management system, SOMS.

Each alternative is detailed below, including anticipated development and cost. This section also describes the advantages and disadvantages of each alternative.

### **3.3.1 Alternative 1**

#### **Enhance the DDPS application**

- Description

Enhance the current DDPS applications to include additional housing characteristics, adaptive support needs, bed availability at the institution, other case factors, and make the DDPS a real-time solution. In order to provide the required real-time housing information, a two-way interface between DECATS and DDPS would need to be developed. The CDCR would hire vendors to define the requirements and develop the necessary code for each of these systems. Data and infrastructure requirements would also be required for this solution. The following descriptions detail how this alternative is envisioned to be executed.

A vendor/developer would be hired who would be responsible for the development of DECATS. Development activities would include:

- Definition of business requirements for the DECATS solution.
- Development of a two-way interface between DDPS and DECATS.
- Design, develop and test applications that support the CDCR's business functions
- Design, develop and test integration strategies to ensure the solution(s) meet the CDCR's business and technical requirements
- Design, develop and test end-user training strategies
- Develop an Implementation/Deployment Plan that minimizes the impact on the CDCR's current business functions
- Assist the CDCR in developing End User Acceptance Testing to ensure each implemented phase meets their business and technical needs
- Design, develop and test production support transition plans to ensure the CDCR's technical staff has the information and knowledge required to support the new applications and infrastructure

- Costs

CDCR has estimated the total cost of this alternative to be \$9,126,859. This estimate is fully outlined in Attachment C – Economic Analysis Worksheet under the Alternative #1 tab.

- Benefits

DDPS is a mission critical system and already captures many of the crucial data elements required for the operation of the CDCR.

- Advantages

Leveraging current systems reduces some development and implementation risks. The CDCR would own application code and have in-house support for immediate future enhancements. Many CDCR staff are already familiar with DDPS and its functionality. New users will have the opportunity to access DDPS via a new front end interface that will be more user friendly and easier to use.

Due to the number of organizations decommissioning HP 3000 platforms, qualified and available programmers with the skills knowledge and ability to work in the HP3000 platform may be readily available for this type of initiative.

- Disadvantages

Some of the Functional Requirements may require technical sophistication and complexity that may be difficult to develop, support, and maintain within DDPS.

There are too few knowledgeable programmer resources available within CDCR that can work in the HP3000 environment. Current staff will be stretched to continue regular support and maintenance work, other enhancements and modifications to stay current with changing legislation, and new project work to prepare for the Restitution, Accounting, and Canteen System and the Strategic Offender Management System as well as developing and maintaining the solution within DDPS.

This alternative solution will require significant contract staff to produce the desired results.

This alternative solution does not address the total solution for the Armstrong, Clark Valdivia and Wolff mitigations.

### 3.3.2 Alternative 2

#### **Develop a more comprehensive solution that will show due diligence in complying with the Armstrong and Clark Remedial Plans and Court Orders**

- Description

Alternative 2 would include functionality that is currently being included in other development efforts within CDCR.

- Costs

CDCR has estimated the total cost for this alternative at \$47,857,561. This estimate is fully outlined in Attachment C - Economic Analysis Worksheet under the Alternative #2 tab.

- Benefits

CDCR will meet its legal obligation to the Armstrong court that requires it to create and maintain a system for tracking parolees and prisoners with disabilities, provide reasonable and necessary accommodations to prisoners and parolees with disabilities and provide safe and accessible housing to prisoners with disabilities.

- Advantages:

This solution would provide an automated solution that would meet all the requirements of the Armstrong and Clark Remedial Plans and all associated court orders.

- Disadvantages:

The solution would duplicate efforts currently underway by other CDCR development projects.

### 3.3.3 Alternative 3

#### **Wait for the development and implementation of CDCR's Strategic Offender Management System (SOMS)**

- Description

The SOMS application will replace or integrate most of the CDCR's current applications and business process into one automated application. This centralized data repository will extend the availability of the offender information to users statewide with Internet access and will allow for real-time update to offender information by California's institutions and local law enforcement agencies.

- Benefits

The SOMS application is a single application which will provide real-time offender information without the need for multiple interfaces to other applications. The SOMS will provide a web-based application that will provide offender information to court-ordered law enforcement agencies and community programs with little or no additional infrastructure impact.

- Advantages

The SOMS application will provide a single repository for offender information.

- Disadvantages

The SOMS application does not meet many of the court-ordered requirements. In addition, the development and implementation timeline for most of the functionality places CDCR in noncompliance with the Armstrong Court Order for a longer period of time. Phase I of SOMS is anticipated to begin in December 2010, with much of the critical portions needed to comply with the Armstrong court order not scheduled to begin implementation until June of 2011.

The following Armstrong requirements are not within the current scope of the SOMS application:

- Ability to identify quantity, vacancy and availability of accessible beds for each contracted community program.
- Ability to make short-term reservation of contracted community program accessible beds for inmates with disabilities.
- Ability to identify, track and report the state of repair of ADA accessible housing statewide by institution.

- Ability to identify and report ADA assets within CDCR institutions statewide.
- Ability to prioritize the repair of ADA assets.
- Ability to track the status of repair of ADA assets.
- Ability to view the preventive maintenance schedule of ADA assets.
- Ability to report HCA by type that have been prescribed to offenders statewide and by institution.
- Ability to identify and report HCA nearing expiration that may require reevaluation for continued need of the HCA.
- Ability to identify and report HCA that are unavailable due to repair.
- Ability to track the status of ordered HCA and date when HCA is delivered to the offender.
- Ability to identify when HCA are inspected, the results of the inspection and who performed the inspection.
- Ability to identify and track HCA when inmates move between general population and ASU, SHU, or PHU and when inmates transfer between institutions or parole.
- Ability to schedule medical appointments or link the DEC with the system that schedules medical appointments.
- Ability to record and view the adaptive support needs of DDP inmates statewide.

The following functionality or functional requirements are scheduled for Phase II <sup>5</sup> of the SOMS project:

- Ability to alert the CDO of the need for a consultation with the clinician prior to the signoff of a CDC Form 115 for a DDP inmate.
- Ability to identify available ADA accessible housing in community programs.
- Ability for DARS staff to view and update information regarding accommodations provided to disabled offenders assigned to community programs.
- Ability to report and track ARP compliance regarding ADA appeals timelines.
- Ability to report percentages of overdue ADA appeals at each level of review.
- Ability to identify and report specific ADA appeal issue(s) and appeal decision(s).

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<sup>5</sup> Phase II of SOMS is scheduled for December 31, 2011.

- Ability to standardize, identify and report whether interim accommodations have been considered and provided for suspended appeals.
- Ability to identify and report statewide appeal activity at each institution by ADA issue.
- Ability to record and report on accommodations provided during the appeal process.
- All functional requirements for Pre-Parole and Parole.

#### **4.0 PROJECT MANAGEMENT PLAN**

##### **4.1 PROJECT MANAGER QUALIFICATIONS**

The CDCR will assign two User Project Managers (UPM) to represent all the program areas. The EIS will assign one Technical Project Manager (TPM) with IT project management skills and knowledge required to guide the project from initiation through implementation. The Department is committed to selection of project managers with appropriate skills, education, and experience. This project requires the UPM's and TPM to possess the following key qualifications:

- Understanding of the Program's business objectives and their relationship to the project's objectives.
- Detailed knowledge of CDCR business processes that will be directly impacted by the project and all related business process.
- Formal authority and informal organizational connections required to ensure completion of activities in the field.
- Conflict resolution skills and related experience with stakeholders, vendors, and staff.
- Experience working with external contracted service providers.
- Experience managing an IT project with associated business process change.
- High-level written and oral communication skills related to goals, objectives, and status with management, stakeholders, and staff.
- Knowledge of IT project management and execution methodologies, using scheduling tools and IT application development strategies.
- Familiarity with the State procurement and implementation policies and process for IT projects.

##### **4.2 PROJECT MANAGEMENT METHODOLOGY**

CDCR's EIS will provide the project management framework for the DECATS project. The EIS

follows PMI's PMBoK™ and the Institute of Electrical and Electronics Engineers (IEEE) standards. Both standards are compatible with the Statewide Information Management Manual (SIMM) Section 200. This ensures a standardized and systematic approach for performing the major project activities. The EIS uses "Enterprise Project Management" from Computer Associates as its formal project management tool. This software provides a structured project tracking and reporting tool. It also provides additional tools and processes that reinforce disciplined project management. Additionally, each project uses Microsoft Project to track their progress and performance.

The selected System Integrator may use other tools. These tools may be proprietary but need to be compatible with the project's overall standards. During vendor selection a compatibility assessment will be made.

The vendor's contract should clearly describe the project's scope, schedule, and requirements. The contractor will devote the necessary resources to accomplish the project goals and objectives. The contractor will be subject to damages if the project schedule slips. Payments will be made subject to satisfactory completion of each project phase and/or deliverable. Contracted deliverables will require TPM approval and acceptance.

#### **4.3 PROJECT ORGANIZATION**

Direct participants in the solution are listed below and organization charts are presented in Attachment B.

- CDCR Secretary
- Project Sponsor
- Armstrong Executive Steering Committee
- TPM
- UPM's
- CDCR EIS IT staff
- CDCR EIS Applications for Parole Section
- Contract Developer Team

#### **4.4 PROJECT PRIORITIES**

The project priorities are depicted in the following Project Tradeoff Matrix table.

Schedule	Scope	Resources
<b>Constrained</b>	<b>Accepted</b>	<b>Improved</b>

## **4.5 PROJECT PLAN**

### **4.5.1 Project Scope**

The scope of this project includes design and development of the DECATS solution to support new and existing business rules to enable CDCR to comply with the Armstrong, Clark and Valdivia court orders. The scope also includes provisioning hardware, system software, network infrastructure, development tools, staff, training, and support services required to design, develop, test, train users, and operate the proposed solution.

### **4.5.2 Project Assumptions**

The Department assumes the following:

- Personnel actions to establish authorized contract is approved expeditiously and CDCR will be able to recruit new vendors within time frames described in the project schedule.
- As the new system is developed and implemented, current parole hearing support applications and manual processes remain operational with minimum support required from existing CDCR staff.
- The project team will use the Department's project management methodology and systems management methodology.
- End users will be adequately trained and supported as they adjust to reengineered processes and a new IT solution.
- Budgetary cost estimates obtained from potential vendors are accurate.
- Legislation and court orders/rulings do not expand the scope of the project.

### **4.5.3 Project Phasing**

The proposed solution will not have phased delivery in the traditional sense; however, each of the following activities will deliver meaningful results that seek to achieve the project's objectives. The major activities will be:

- Hire new state staff and development contractor staff
- Complete Project Management Plan
- Procure hardware & software
- Develop requirements
- Develop Detailed Design
- Implement project management best practices
- Complete development of DECATS solution

- Test DECATS solution
- User Acceptance
- Train end users
- Implement DECATS solution
- Transfer knowledge to EIS Support Staff
- Existing CDCR staff maintain the DECATS solution

**4.5.4 Roles and Responsibilities**

The project’s major participants and decision makers include the project steering committee, project sponsor, TPM, UPM, contract staff, and the project team. The following table lists the roles and responsibilities of these key participants.

Role	Responsibility
Executive Steering Committee	<ul style="list-style-type: none"> <li>• Executive Steering Committee will provide strategic direction.</li> <li>• Resolve conflicts that stall progress.</li> <li>• Expedite internal CDCR processes when necessary.</li> <li>• Provide leadership and support; guide the overall effort towards the achievement of its objectives.</li> <li>• Assist in implementing departmental policies as required by Armstrong.</li> <li>• Review and adopt/reject Project Manager Recommendations.</li> <li>• Work with the Project Sponsor, TPM, UPM, and the vendor’s Project Manager to achieve solutions and reduce/mitigate risks for escalated issues.</li> </ul>
Project Sponsor	<ul style="list-style-type: none"> <li>• Serve as Chairperson of Executive Steering Committee.</li> <li>• Approve changes to the scope, cost, quality, and schedule, including any Special Project Reports (SPR).</li> <li>• Communicate with major stakeholders.</li> <li>• Resolve escalated project-specific issues.</li> <li>• Approve key deliverables.</li> </ul>
UPM	<ul style="list-style-type: none"> <li>• Ensure that the project meets all business requirements.</li> <li>• Provide background information of current business operations and the Armstrong</li> </ul>

California Department of Corrections and Rehabilitation  
*Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System*

Role	Responsibility
	<p>“Revised Permanent Injunction” and court order.</p> <ul style="list-style-type: none"> <li>• Assist vendor by demonstrating the current procedures that support the DECATS system and ADA/EC functions.</li> <li>• Assist in the resolution of project issues and escalate unresolved issues to the Project Sponsor and Executive Steering Committee.</li> <li>• Coordinate and participate with the project testing team to assure that the business process is accurately captured and that all output is as desired.</li> <li>• Coordinate closely with the implementation team to assure successful implementation.</li> <li>• Ensure the cooperation of program managers and end-users for all aspects of the project that require their participation and cooperation.</li> </ul>
TPM	<ul style="list-style-type: none"> <li>• Communicate program strategy, benefits, direction, status, and recommendations to the Project Sponsor, the Executive Steering Committee, and other stakeholders.</li> <li>• Plan the project, resource that plan, monitor and report progress versus plan to the Project Sponsor and the Executive Steering Committee as appropriate.</li> <li>• Assist in the resolution of project issues and escalate unresolved issues to the Project Sponsor and Executive Steering Committee.</li> <li>• Complete Project Reporting documents as required.</li> <li>• Review costs on a timely basis to ensure that the project stays within budget guidelines.</li> <li>• Resolve System Development Life Cycle (SDLC) phase problems and conflicts.</li> <li>• Manage all vendor activities. Make recommendations to Project Sponsor on approved deliverables.</li> <li>• Employ quality plan to guide quality control and assurance efforts.</li> <li>• Ensure all SDLC phase problems, issues, and changes are recorded, maintained, and tracked in the program’s tracking database.</li> <li>• Ensure all correspondence going from or coming into the SDLC phase are recorded in the program’s correspondence database.</li> <li>• Maintain accountability to Project Sponsor.</li> </ul>
Project Team	<ul style="list-style-type: none"> <li>• Complete activities as identified in the Work Breakdown Structure.</li> <li>• Communicate project status/deliverables to their respective work groups.</li> <li>• Review vendor deliverables.</li> <li>• Monitor implementation of the system into production, review test documentation and user acceptance, and review maintenance documentation to ensure it meets</li> </ul>

California Department of Corrections and Rehabilitation  
*Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System*

Role	Responsibility
	<ul style="list-style-type: none"> <li>operational requirements.</li> <li>• Assist vendor with technical input.</li> <li>• Obtain knowledge transfer from the vendor team</li> </ul>
Vendor Project Manager	<ul style="list-style-type: none"> <li>• Facilitate project needs.</li> <li>• Communicate with TPM and UPM's.</li> <li>• Review project scope and definition.</li> <li>• Recommend solutions to facilitate issue resolution.</li> <li>• Conducts system design and development walkthrough sessions for program changes and software customization.</li> <li>• Develops the interfaces to existing CDCR systems.</li> <li>• Coordinates with EIS on system technology architecture.</li> <li>• Successful delivery (application development, data conversion, and implementation) of the proposed application system, which meets all the requirements within the contract, FSR, and Statement of Work (SOW).</li> <li>• Adherence to the schedule in the Project Management Plan (PMP).</li> <li>• Ensure vendor resource availability.</li> <li>• Supervision of vendor personnel working on the solution including any sub contractors.</li> <li>• Provision of system maintenance and upgrades.</li> <li>• Perform knowledge transfer to the Project team.</li> </ul>
Independent Oversight (IPOC)	<ul style="list-style-type: none"> <li>• Provide -independent assessment and monitoring of project.</li> <li>• Provide assessment reports on project management deliverables.</li> <li>• Provide Independent Project Oversight reports to the State Chief Information Officer.</li> </ul>
Independent Verification & Validation (IV&V)	<ul style="list-style-type: none"> <li>• Verify/validate all technical deliverables.</li> <li>• Provide technical assessment reports.</li> </ul>
PMO	<ul style="list-style-type: none"> <li>• Provides guidance on CDCR's Project Management Methodology.</li> <li>• Review and approves deliverables produced by IV&amp;V and IPOC.</li> <li>• Serves as liaison with the State Chief Information Officer's representatives.</li> </ul>

**4.5.5 Project Management Schedule**

CDCR will establish a final, detailed, project management schedule based upon negotiations with the selected integration contractor. The following table displays the estimated project management schedule, showing major project activities. The start of the project is dependant upon FSR and funding approvals. Project implementation is required by January 2008.

However, this schedule cannot be met because the contractors will not be on board until October 2008. The OCC will request an extension to the court.

Activity	Start Date	End Date
Project Start	09/08	09/08
Establish Positions & Hire Staff	09/08	09/09
Hire DECATS System Integrator	10/08	01/09
Develop and Execute Project Management Plan	09/08	09/10
Procure System Hardware & Software and Installation	09/08	06/09
Procure Desktop Hardware & Software and Installation (multiple procurements)	09/08	11/09
Network Installation	11/08	10/09
Develop Requirements-Appeals	10/08	04/09
Develop Requirements-Scanning	10/08	02/09
Develop Requirements-DECATS	10/08	04/09
Develop Requirements-SAPMS	01/09	06/09
Develop & Test Application –Appeals	04/09	03/10
Develop & Test Application – Scanning	02/09	02/10
Develop & Test Application – DECATS	04/09	02/10
Develop & Test Application – SAPMS	06/09	03/10
User Training	01/10	08/10
Deploy DECATS	04/10	07/10
Deploy Appeals	03/10	08/10
Deploy Scanning	08/09	01/10
Deploy SAPMS	03/10	08/10
PIER	09/11	03/12

#### 4.6 PROJECT MONITORING

The project team will develop a detailed work plan and Project Management Plan (PMP) according to IEEE and PMI guidelines, and will incorporate the Department’s prior experiences with projects of similar size and complexity. The EIS Technical staff, BPH and the IPOC and IV&V will work closely with project participants in order to monitor project progress, guided by the PMP and project management tools. Project management tools will support the EIS Technical staff and the BPH documentation and tracking of each stage of the project, project milestones, and activities within stages, tasks within activities, and resources assigned to each task. Project managers will closely monitor the project to ensure effective communication and knowledge transfer relating to the system. A monthly Project Management Review on project status will be prepared by the TPM and presented to the EIS Chief Information Officer, Project Management Office, and attended by the IPOC and IV&V.

The TPM will review costs on a timely basis to ensure that the project stays within budget guidelines.

Project managers will prepare monthly project status reports and any special reports addressing project plan status, issues, action items, major milestones, and SDLC phase reviews.

#### **4.7 PROJECT QUALITY**

Ensuring project quality requires a process to ensure the project's results will meet the defined project objectives and satisfy the organizational needs and requirements. The project team will encourage intensive user engagement throughout the PLC to ensure that user needs are addressed and to keep the project focused on business functional requirements. The Department will establish the project team in a central location to facilitate easy interaction with future system end-users.

Achieving quality requires the participation of all members of the team. To this end, the project team will employ a proactive approach to identify anomalies and risks and to develop contingencies and preventive measures to avert the negative effects to quality. The team will develop and implement a proven method of tracking these issues from identification through resolution. The project team values resource investments that enhance error prevention and avoidance.

The Proposed Solution has identified three primary activities in quality management:

- Quality planning – identifying relevant quality standards and determining how to satisfy them.
- Quality assurance – regular evaluation of overall project performance to provide confidence in project quality.
- Quality control – monitoring specific project results for quality standard compliance and identifying ways to eliminate unsatisfactory performance.

The following expands the concepts introduced above:

- **Quality Planning**

Quality planning will begin with an approved charter and affects every element of the project. Quality planning begins very early in the project, because the most significant impacts on the quality of a project occur during the early stages. The following tasks are performed as part of the project's quality planning activity:

- Develop Quality Management Plan (QMP) - The QMP will describe the project team's responsibilities, and the procedures, processes, and resources needed to implement quality management on the project. Key to establishing successful quality management is an understanding of the project requirements. How well the requirements are satisfied is determined by criteria established by the project managers, based on project documentation, product standards, and customer expectations. The DECATS QMP will be part of the overall DECATS PMP.
- Produce Operational Definitions - Included in the QMP, the operational definitions describe in detail what is being measured. The project will determine and document the standards for quality, which will be used as the gauge for measuring quality and how well the result satisfies the stated need. This will be accomplished by establishing the criteria to ascertain successful completion of work products.

- Produce Checklists - This is an item-specific tool used to verify that a set of required steps has been performed. A checklist is particularly valuable in cases where the series of steps is recurring. The Proposed Solution will use a quality checklist for reviews to ensure compliance with quality factors.
- **Quality Assurance**

Quality assurance consists of the implementation of the QMP. It requires adherence to the standards and processes determined to be applicable to the project, which should result in continuous improvement, with fewer errors or defects.

Quality assurance is the mechanism to ensure that the promises and commitments stated in the project plan are actually being followed. Quality assurance is a “DOING” function not a planning function. The Proposed Solution focuses on the adherence to the process steps taken in producing the product (as stated by the standards for quality).
- **Quality Control**

Quality control will compare project results to quality standards and project objectives. The goal of quality control measures is continuous improvement through feedback, process improvements, and elimination of unsatisfactory results.
- **Deliverables**
  - QMP
  - Overall guidance for implementing quality management on a project will be documented in the QMP. The plan will address responsibilities, procedures, processes, and resources needed to execute it.
  - Operational Definitions
  - These are the specific criteria established for elements of the project being measured (metrics).
  - Checklists
  - A structured tool usually employed to validate that a series of steps has been completed.
  - Completed Checklists
  - The completed checklists become part of the project records.

#### **4.8 CHANGE MANAGEMENT**

A two-level Change Control process will be used to address the majority of the project change requests. The first level is the Project Change Control Board (PCCB) made up of the TPM, UPM, at least one project team member and at least one vendor representative, which will meet weekly to

evaluate all change requests. The TPM will serve as the Project Change Manager. The PCCB will approve change requests that are found to be within the scope, cost, and schedule of the overall project. The second level is the Management Change Control Board (MCCB) made up of the DECATS Project Managers (TPM and UPM) and the Project Sponsor who will meet weekly to evaluate any changes elevated to them through the PCCB, and to address any scope, or schedule changes that cause the project to exceed the baseline, but overall results in less than a five percent change.

A third-level change control board, made up of Executive Steering Committee members, will meet as required to evaluate and review any changes elevated to them by the MCCB that cannot be resolved or are out of their authority to approve (causes an overall project change in scope or schedule greater than five percent or any cost increase beyond the approved budget).

The Change Management Process identified in the PMP will follow the process outlined in the Project Management Methodology guidelines. Each proposed change will include at a minimum the following:

- Name of requester
- Date submitted
- Change request title
- Description of change
- Optional reference material
- Discussion of why the change is being proposed
- Cost benefit analysis
- Impact statement, discussing adverse affects to the organizations if proposal is not implemented
- Schedule and Quality impact
- Minimum of one alternative, including discussion of why proposed change is better
- A control number.

The Project Change Manager will track proposed changes. The PCCB will review the request and decide to proceed, reject, or defer the request. The request will be assigned to an analyst for an initial impact analysis. The analyst will estimate cost, schedule, and resources needed to perform the change. The PCCB will again review the requested change and accept, reject, or defer the requested change.

Elements of Configuration Identification, Configuration Control, Configuration Status Accounting and Reporting, Configuration Audits, and Reviews will be performed as defined in the Configuration Management portion of the PMP.

If the PCCB accepts the change, schedule and resources are identified, the proposal will be submitted for review. With approval, the appropriate processes will be followed to update contracts and project documents as necessary.

Different levels of Change Control are envisioned.

<b>Personnel</b>	<b>Criteria</b>
TPM, UPM, and DECATS Solution Project Vendor	For changes within the scope of the project
Project Sponsor and Project Managers (TPM and UPM)	For changes the TPM and UPM cannot resolve
Executive Steering Committee	For changes the Project Sponsor cannot resolve and for changes outside the approved scope of the project. A SPR and a funding document to incorporate the change may be required.

The DECATS project team will monitor implementation of the solution into production, review test documentation and user acceptance, and review maintenance documentation to ensure it meets operational requirements.

#### **4.9 AUTHORIZATIONS REQUIRED**

The following individuals must approve the proposed project:

- Secretary, CDCR or designee
- Agency Information Officer, CDCR
- Chief Financial Officer, CDCR
- Office of the State CIO

#### **5.0 RISK MANAGEMENT PLAN**

This section documents the risk management approach to be used by the DECATS project. The DECATS project will follow the risk management processes established by the CDCR’s EIS PMO; the processes are based on PMBoK™ guidelines and the State Information Management Manual (SIMM) Section 200. This section also contains the DECATS Risk Management Worksheet, which identifies the initial potential sources of risk associated with this project. This plan will encompass the entire structure of the project and its deliverables, providing a comprehensive framework for assessing each aspect of the project for potential risk.

#### **5.1 RISK MANAGEMENT WORKSHEET**

CDCR follows a standard risk management process which is consistent with the PMI's recommended project management methodology. In an effort to recognize, analyze, and respond to project risks, the risk management methodology will:

- Identify risks.
- Analyze identified risks.
- Quantify the risk's impact.
- Quantify the likelihood the risk will occur.
- Prioritize identified risks.
- Develop preventive measures where applicable.
- Develop mitigation strategies to limit the risk's impact.
- Assign a team member to track, review, and report on specific risks.
- Allocate resources to mitigate effects of risk events.

The Risk Management Worksheet is located in Attachment B.

### **5.1.1 Assessment**

During the risk assessment process, staff identifies risks, analyzes and quantifies risks, and prioritizes risks. The risk assessment process includes a review and determination of whether the identified risks are acceptable. Risk assessment is not a one-time event; CDCR will assess the risks identified monthly or more frequently if required throughout the project. In addition, CDCR will include all identified risks in the detailed project plan using CDCR's standard project management planning tools.

### **5.1.2 Risk Identification**

The following tools were used to aid in the identification of risks:

- SIMM Categories and Examples of Risk
- Historical Information
- Project Team Brainstorming
- Interviews with Stakeholders and other states
- Request for Information (RFI) response analysis

### **5.1.3 Risk Analysis and Quantification**

During a facilitated session, staff evaluated identified risks to assess the range of possible project outcomes. The CDCR fully discussed and understood each identified risk during the decision-making process. The Risk Management Worksheet was the result of the facilitation session, and documented the sources of risk and risk events that the project team accepted.

### **5.1.4 Risk Prioritization**

The project team assigned a priority to each identified risk. During the risk session, the project team identified the risks, and considered the impact or consequence to mission and business objectives. Then based on the degree of impact that the risk has on the project relative to other identified risks, the project team determined the risk priority.

### **5.1.5 Risk Response**

The risk session identified the factors of schedule, resources and stakeholder risk tolerances. The risk response category defines the project team's response to risk threats and determines how to appropriately respond to a recognized risk. This response can consist of one of the following approaches:

- **Avoidance.** Risk avoidance involves eliminating the risk by eliminating the cause or by using an alternate approach that does not involve the risk.
- **Mitigation.** Risk mitigation involves primarily steps taken beforehand that let you have a contingency available.
- **Acceptance.** Risk acceptance involves simply accepting the risk event and the consequences.
- **Sharing.** Risk sharing involves shifting some of the risk or risky activities to others, such as contractors, and accepting the remainder.

The outputs of the risk management activities are the risk management plan and the risk contingency plan:

- **Risk Management Plan** - The TPM, the risk manager, and the project team members document the procedures to manage risk throughout the project. The TPM and risk manager will present this plan to the project sponsor and the DECATS Steering Committee for review and acceptance.
- **Risk Contingency Plan** - This plan is part of the risk management plan and is maintained by the TPM, risk manager, and project team members. It defines action steps to be taken if an identified risk event should occur.

## **5.2 RISK TRACKING AND CONTROL**

The TPM will be responsible for establishing and maintaining risk status information, defining action plans, and taking corrective action when appropriate. In addition, an IPOC consultant will assist in monitoring the project for risks.

CDCR will formally review risks on a monthly basis, or more frequently if required. The SIMM-defined risk escalation requirements will be followed. The CDCR will use the Risk Management Plan to respond to risk events throughout the life of the project.

The tools used to monitor risk include project management software to identify potentially impacted project activities situated on the critical path, a risk management plan, and risk management worksheets. Additionally, metrics for measuring performance and progress toward resolving risks

will be established and maintained.

Risk control uses the risk management plan to respond to the risk events throughout the duration of the project. As changes occur, identification, quantification and responses are repeated. Control and iteration are important. The TPM and project sponsor control the risks. Some risk control techniques to be used are as follows:

- ***Perform preventive action.*** This action uses the risk management plan as a guide to proactively reduce or eliminate the probability or impact of a risk event occurring.
- ***Perform corrective action.*** This action uses the risk management plan as a guide to performing the planned contingency risk response should a risk event occur.
- ***Update the Risk Management Plan.*** As the project changes, anticipated risks occur or fail to occur. As risk event effects are evaluated or new risks emerge, the risk management plan will be updated.

### **Risk Reserves**

CDCR expects to extend the project schedule instead of extending project scope or resources to meet project objectives. Any significant changes of 10% (+/-) to the cost, schedule or benefits of the original FSR estimate will be handled and approved in accordance with SIMM guidelines.

### **5.3 Risk Management Worksheet**

The Risk Management Worksheet in Attachment B describes the risks associated with the project, the probability of the risk occurring, the impact if the risk occurs, and preventive or contingency measures that CDCR can use to address the risk.

## **6.0 ECONOMIC ANALYSIS WORKSHEETS**

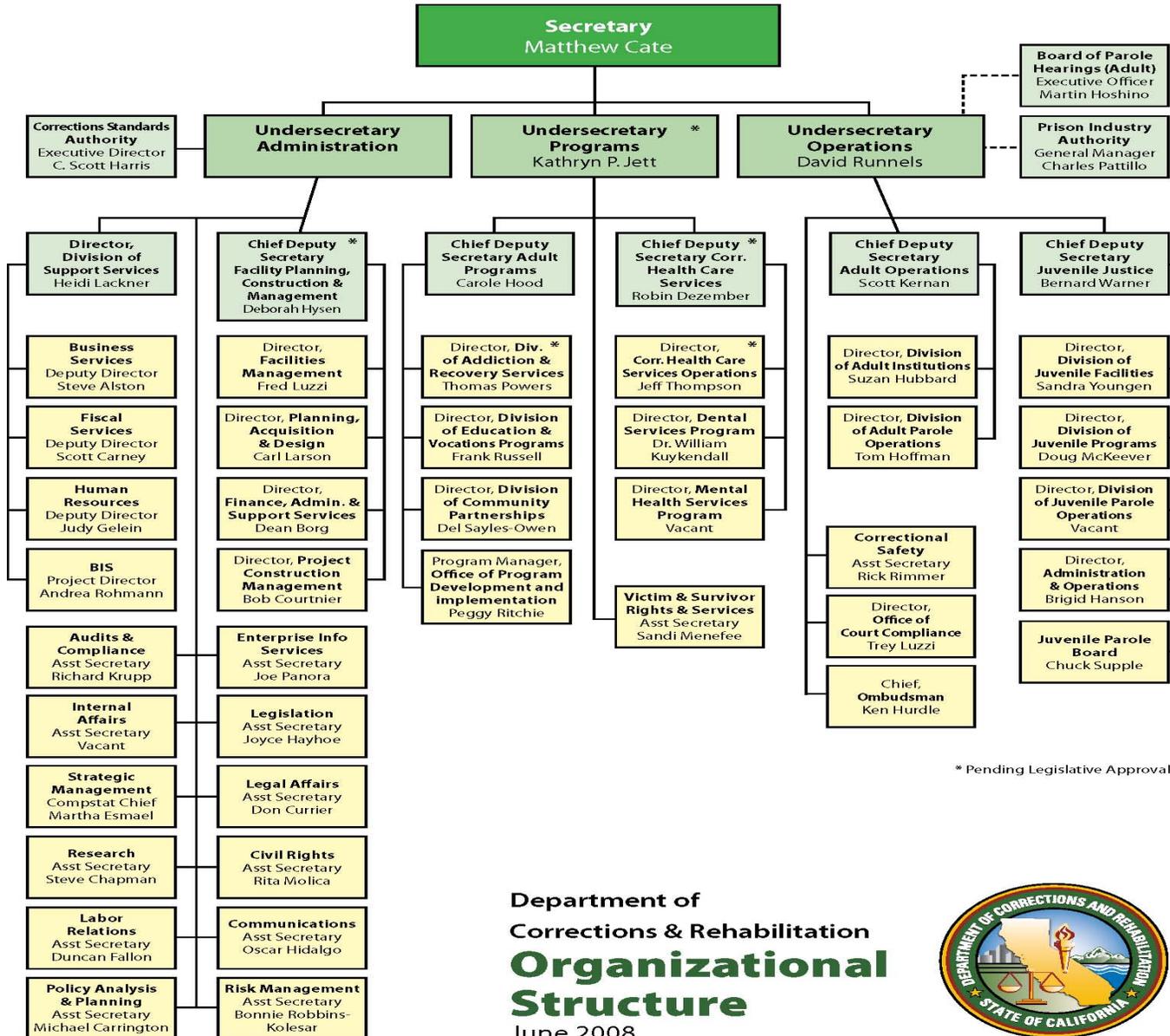
Required EAW's are included in Attachment C.

## **ATTACHMENTS**

ATTACHMENT A

Organizational Charts

CDCR  
 ORGANIZATION CHART

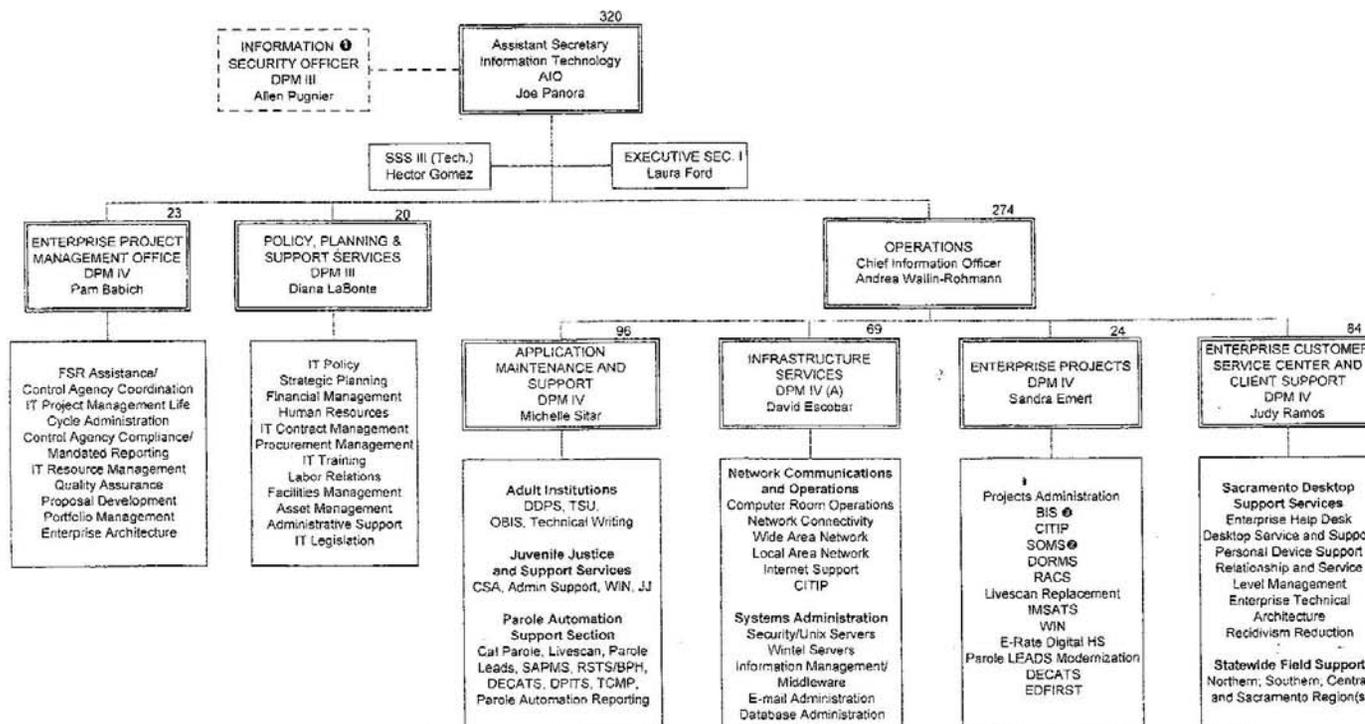


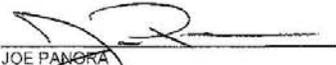
\* Pending Legislative Approval

Department of  
 Corrections & Rehabilitation  
**Organizational  
 Structure**  
 June 2008



CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION (CDCR)  
 ENTERPRISE INFORMATION SERVICES (EIS)



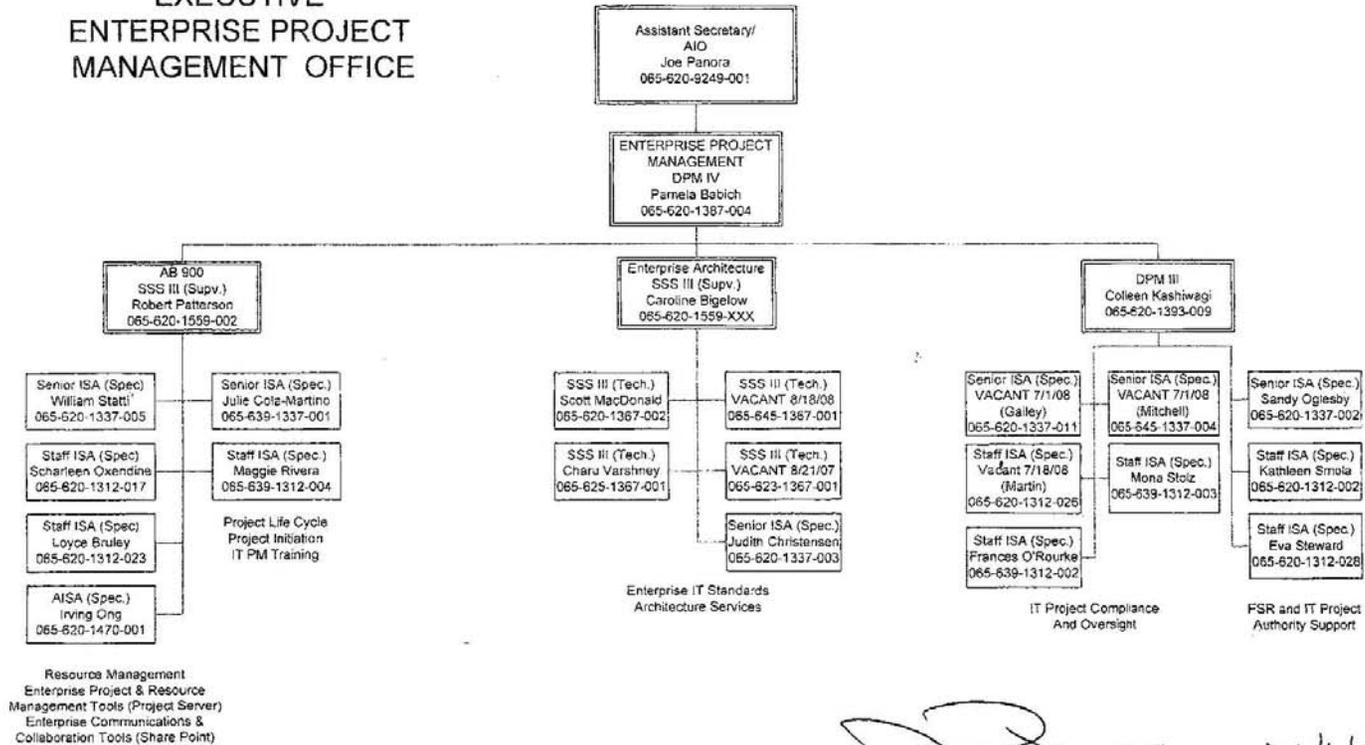
  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

10/6/08  
 Date

- Reports to Office of Audits and Compliance
- ⊙ Reports to Adult Operations
- ⊙ Reports to Division of Support Services

Effective: 9-30-08

**EXECUTIVE  
 ENTERPRISE PROJECT  
 MANAGEMENT OFFICE**

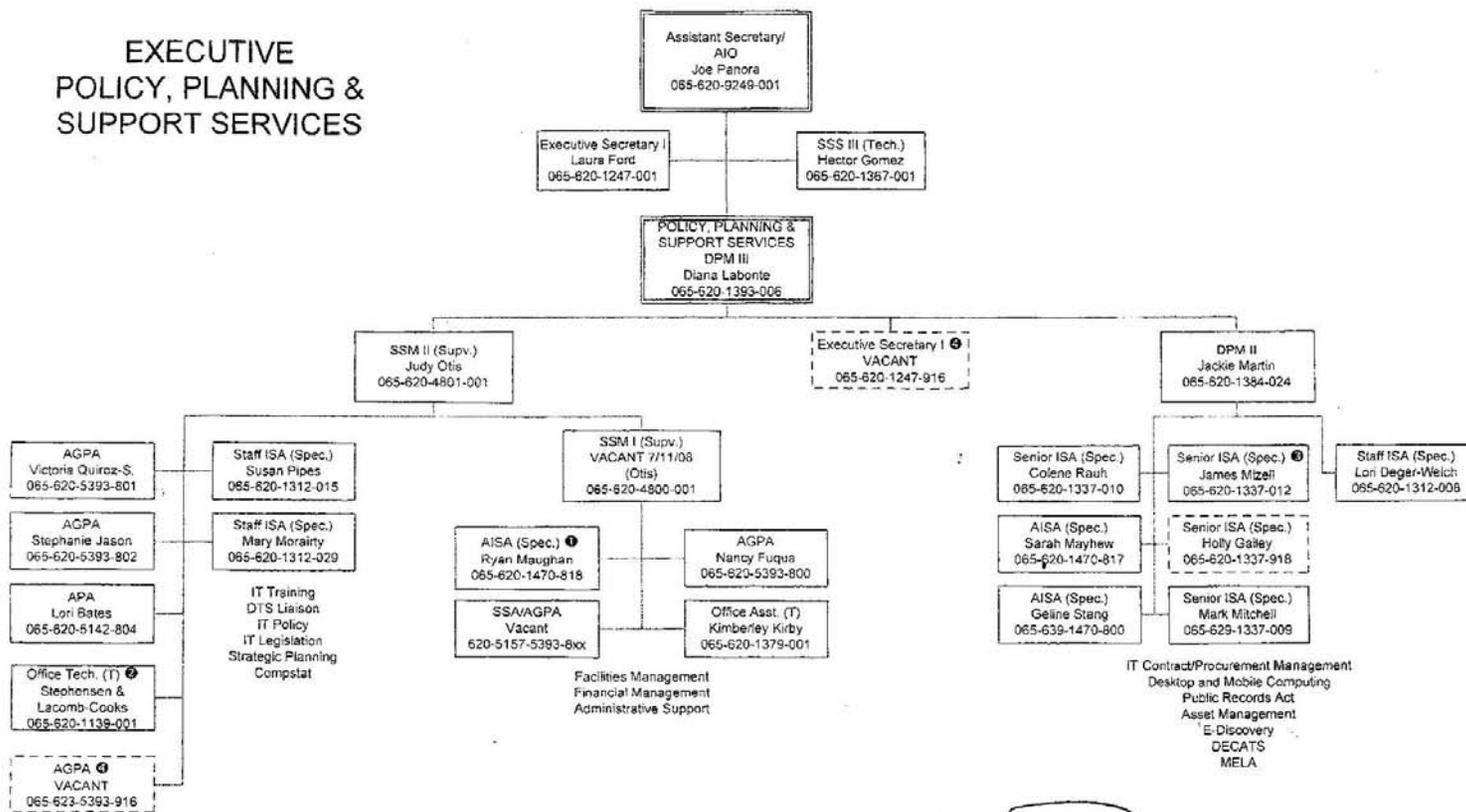


Effective: 9-30-08  
 Assigned Personnel Liaison-L. Bates

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

10/6/08  
 Date

**EXECUTIVE  
 POLICY, PLANNING &  
 SUPPORT SERVICES**



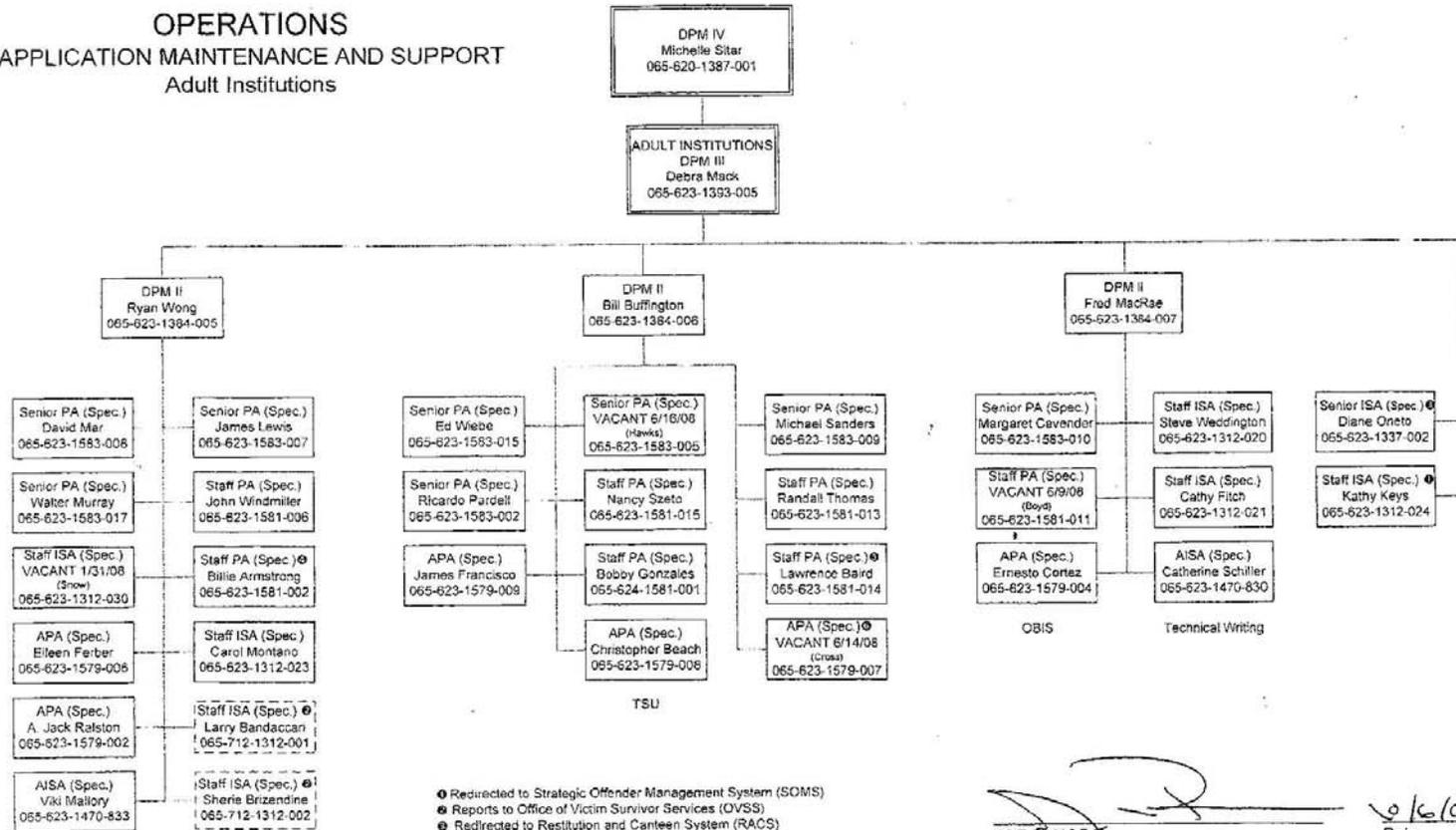
Effective: 9-30-08  
 Assigned Personnel Liaison-S. Jason

- ① Limited Term Appointment, Expires 5/28/10
- ② Two Half-Time Employees Share Position
- ③ DEC Finance Letter, Limited Term Expires 6/30/09
- ④ Retired Annuitant

  
 JOE PANORA  
 Assistant Secretary/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

9/6/08  
 Date

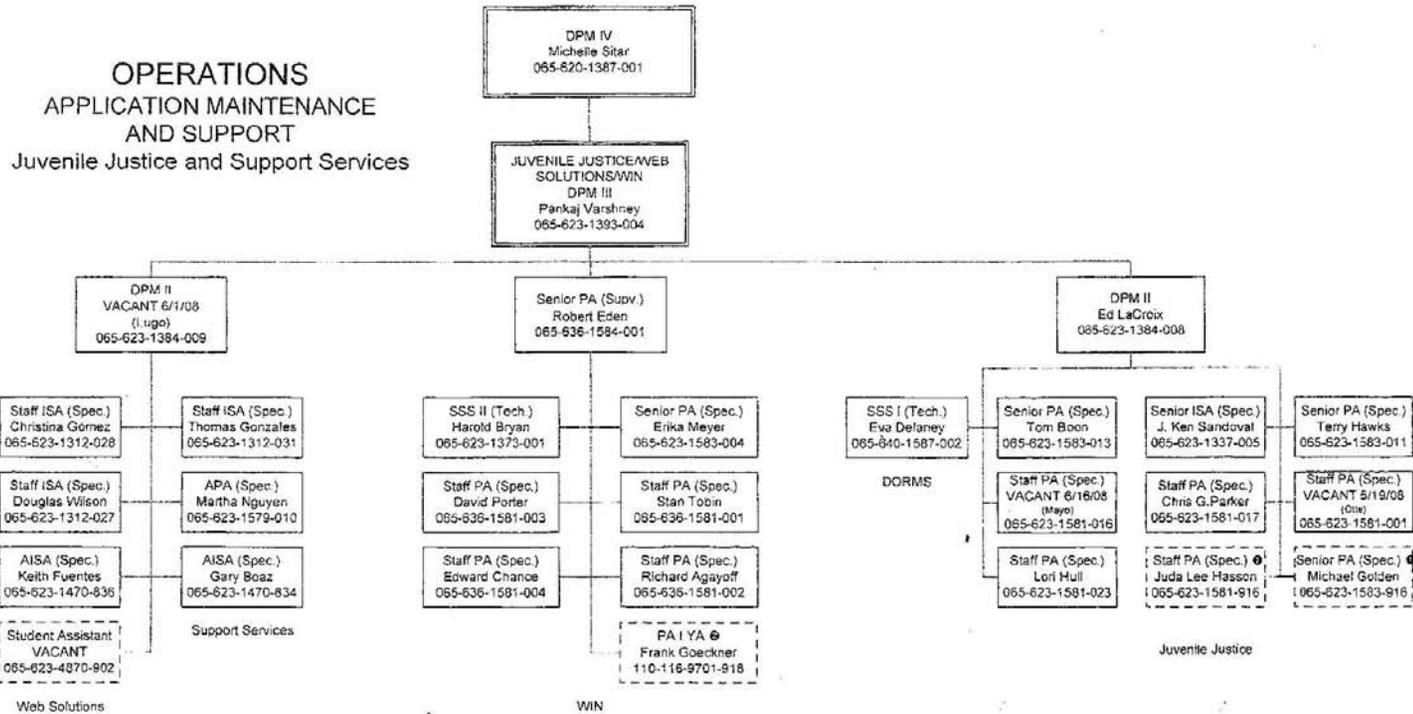
**OPERATIONS**  
 APPLICATION MAINTENANCE AND SUPPORT  
 Adult Institutions



Effective: 9-30-08  
 Assigned Personnel Liaison-V. Quiroz-S

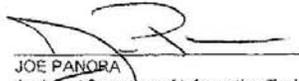
- Redirected to Strategic Offender Management System (SOMS)
- Reports to Office of Victim Survivor Services (OVSS)
- Redirected to Restitution and Canteen System (RACS)
- Redirected to Parole LEADS Modernization Project
- Redirected to Parole Automation Support Section (PASS)
- Limited Term Appointment, Expires 6/13/10

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation  
 Date 6/6/08



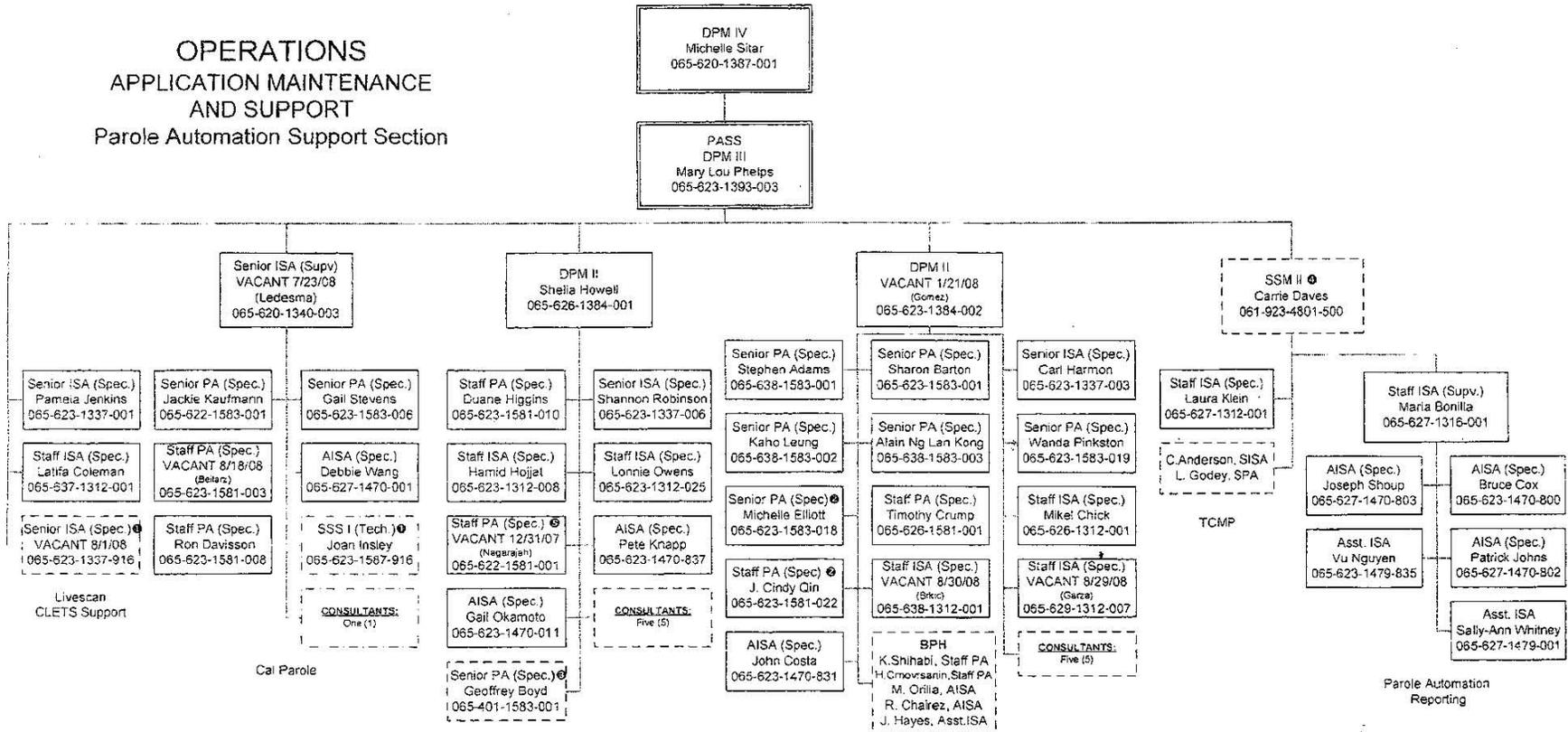
Effective: 9-30-08  
 Assigned Personnel Liaison-V. Quiroz-S

- Retired Annuitant
- ⊙ EE Redirected from Juvenile Justice, Limited Term Expires 3/16/09

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation  
 Date: 10/6/08

California Department of Corrections and Rehabilitation  
 Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System

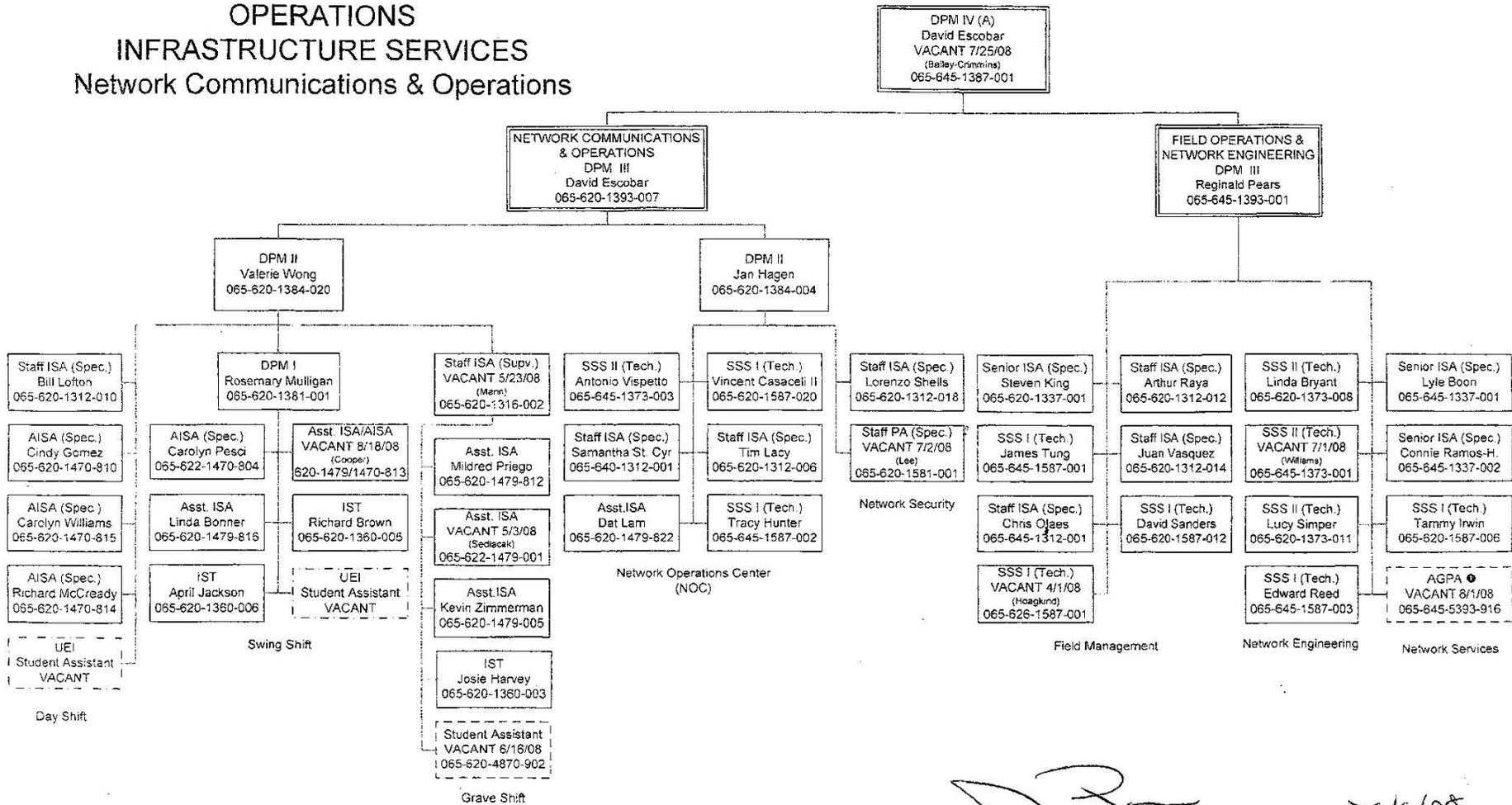
**OPERATIONS**  
**APPLICATION MAINTENANCE**  
**AND SUPPORT**  
 Parole Automation Support Section



- ① Retired Annuitant
- ② Disability and Effective Communication (DEC), Limited Term Expires 5/30/09
- ③ Reports to Office of Court Compliance
- ④ Reports to Division of Adult Parole Operations (DAPO)
- ⑤ Leave of Absence Expires 12/30/08

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation  
 Date: 10/6/08

**OPERATIONS**  
**INFRASTRUCTURE SERVICES**  
 Network Communications & Operations

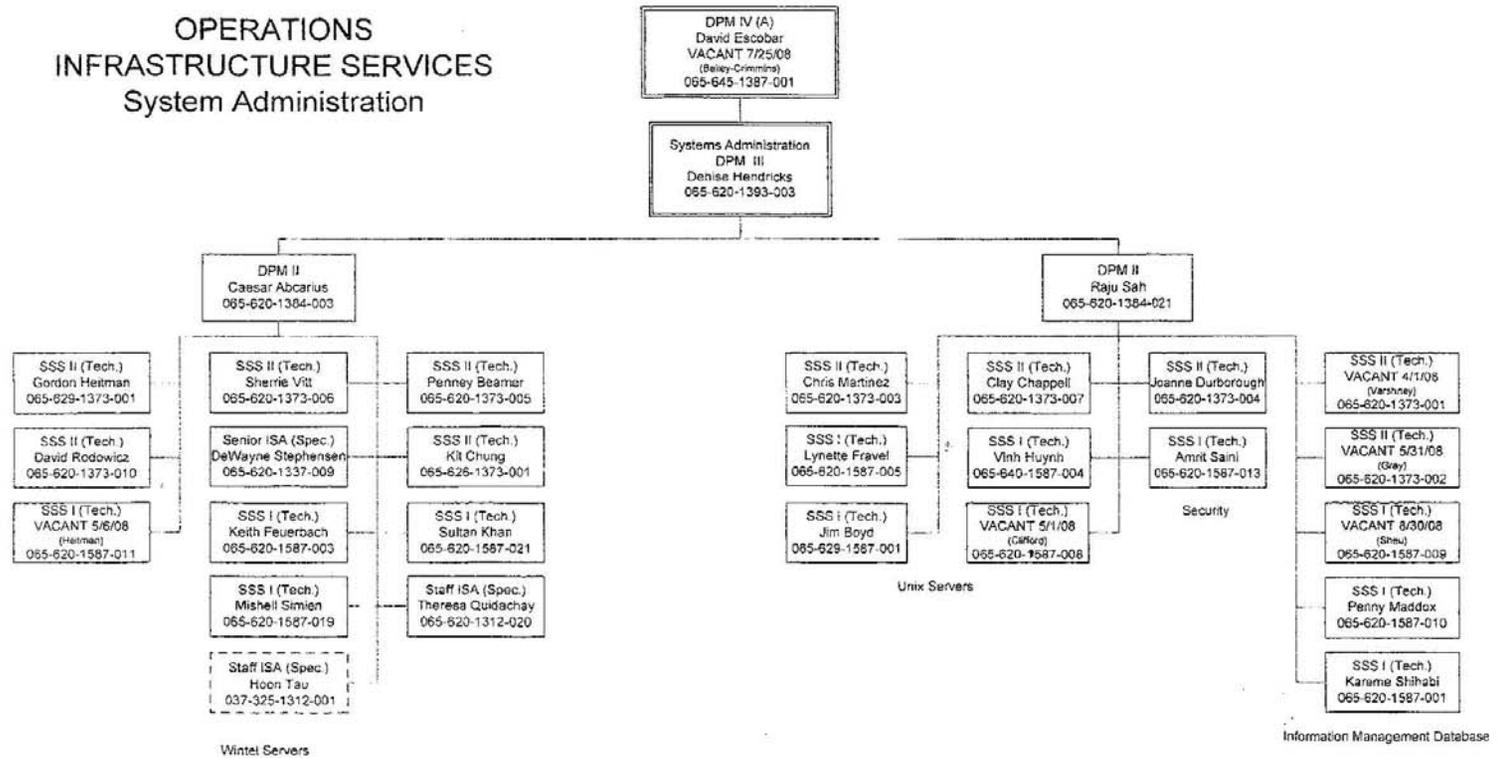


Computer Room Operations

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services

06/16/08  
 Date

OPERATIONS  
 INFRASTRUCTURE SERVICES  
 System Administration

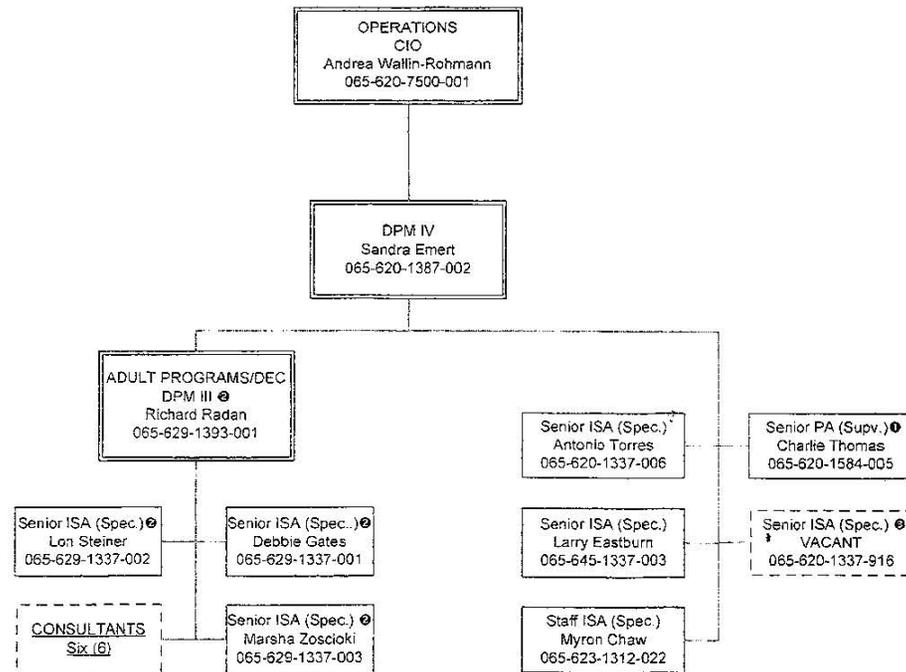


Effective: 9-30-08  
 Assigned Personnel Liaison-V. Quiroz-S.

  
 JOE PANDORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

6/6/08  
 Date

OPERATIONS  
 Enterprise Projects



Disability and Effective Communication  
 Accommodations Tracking System

Project Management Support  
 Parole LEADS Modernization  
 CITIP  
 DORMS

  
 JOE PANCORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

10/6/08  
 Date

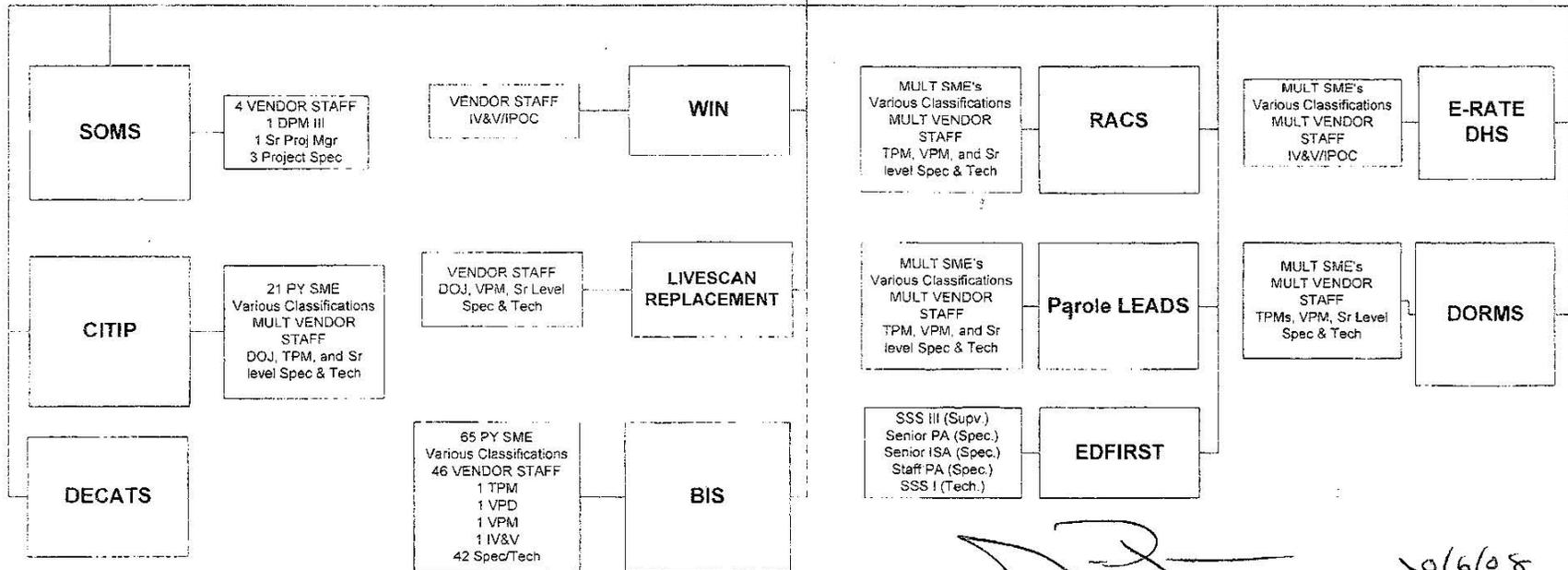
- ① Redirect to AMS/Adult Institutions and SOMS
- ② Limited Term, Expires 6/30/09
- ③ Retired Annuitant

California Department of Corrections and Rehabilitation  
 Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System

CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION  
 ENTERPRISE INFORMATION SERVICES (EIS)  
 PROJECTS

CIO  
 Andrea Wallin-Rohmann  
 065-620-7500-001

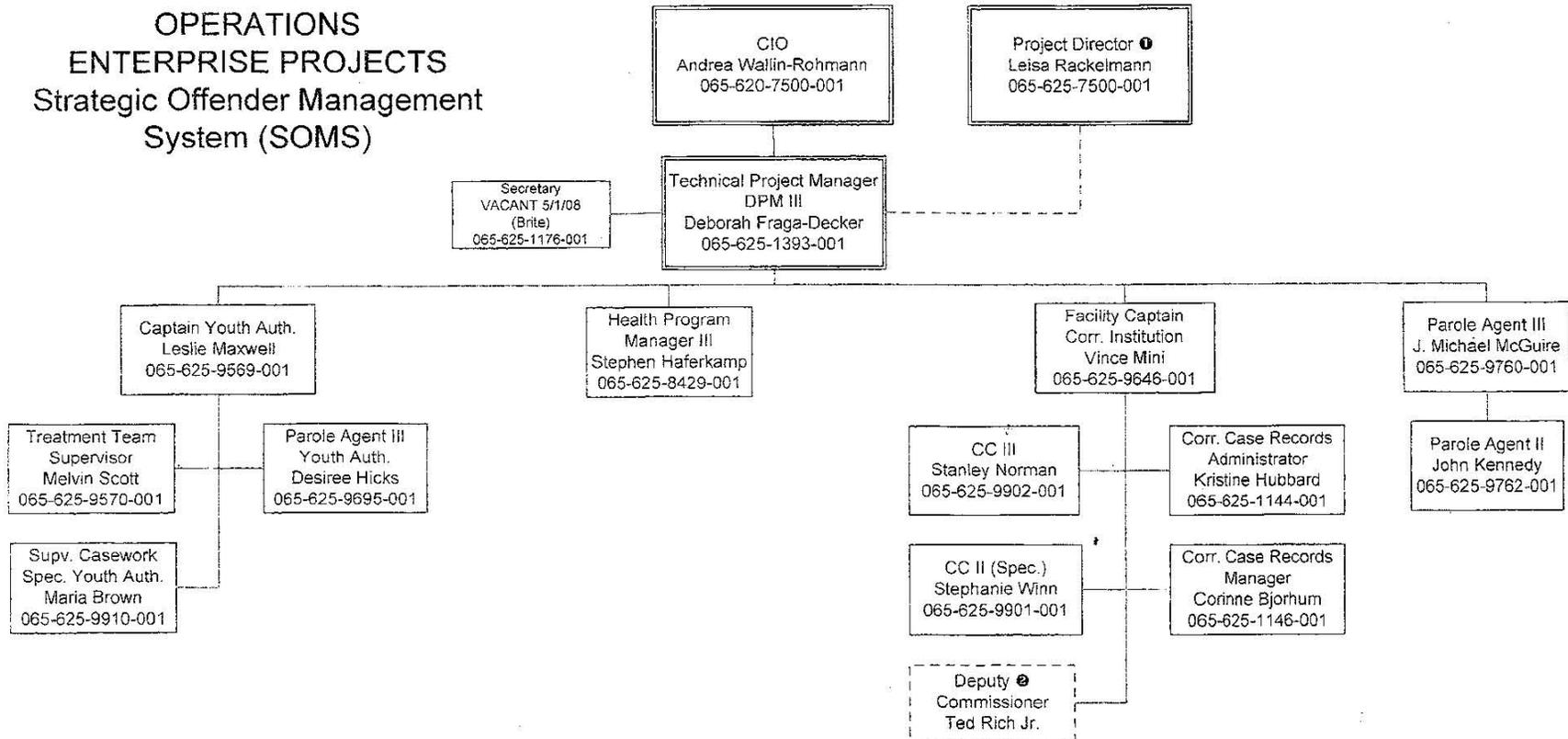
PROJECT OFFICER  
 DPM IV  
 Sandra Emert  
 065-620-1387-002



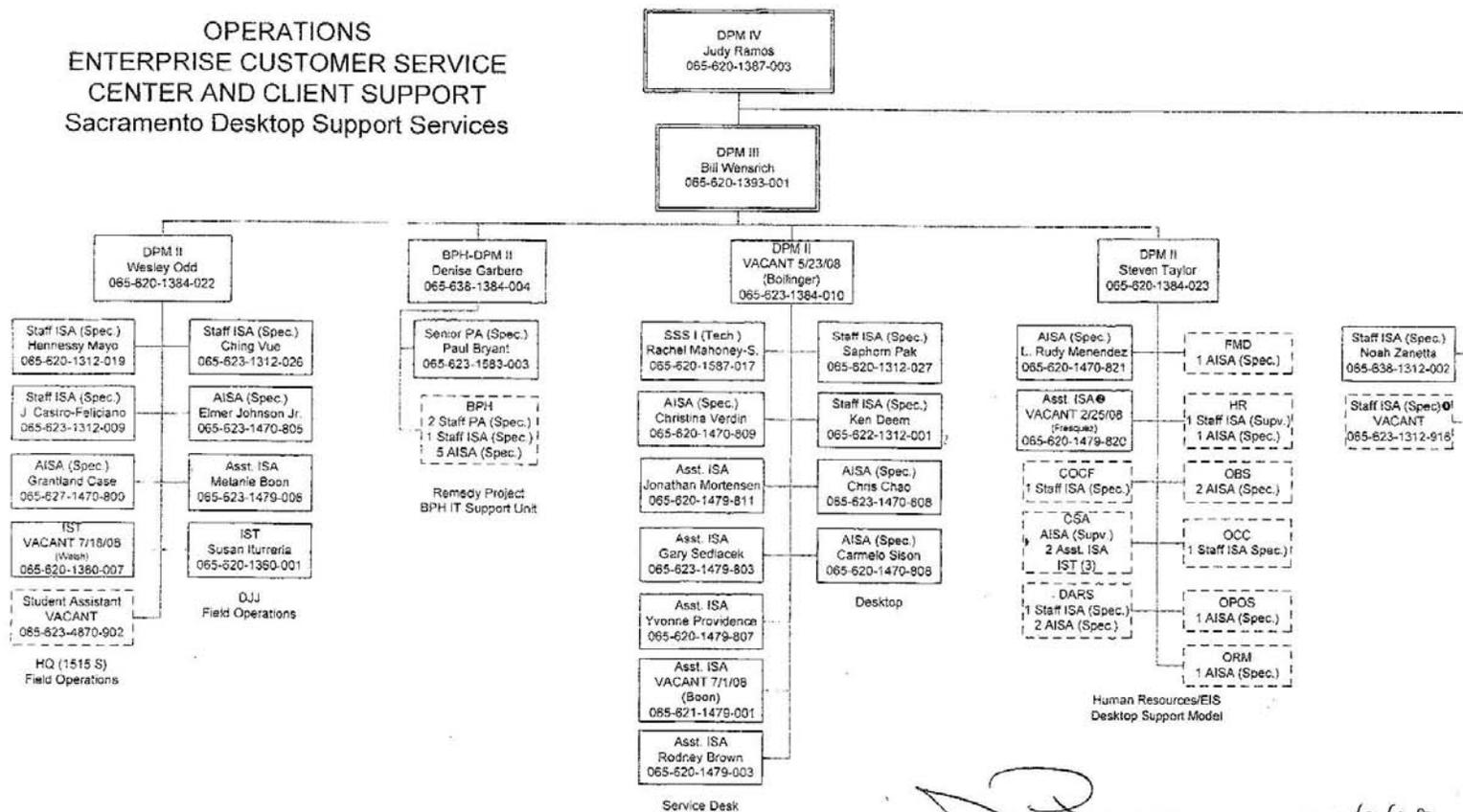
*[Signature]*  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

10/6/08  
 Date

**OPERATIONS  
 ENTERPRISE PROJECTS  
 Strategic Offender Management  
 System (SOMS)**

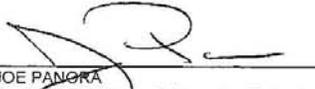


OPERATIONS  
 ENTERPRISE CUSTOMER SERVICE  
 CENTER AND CLIENT SUPPORT  
 Sacramento Desktop Support Services



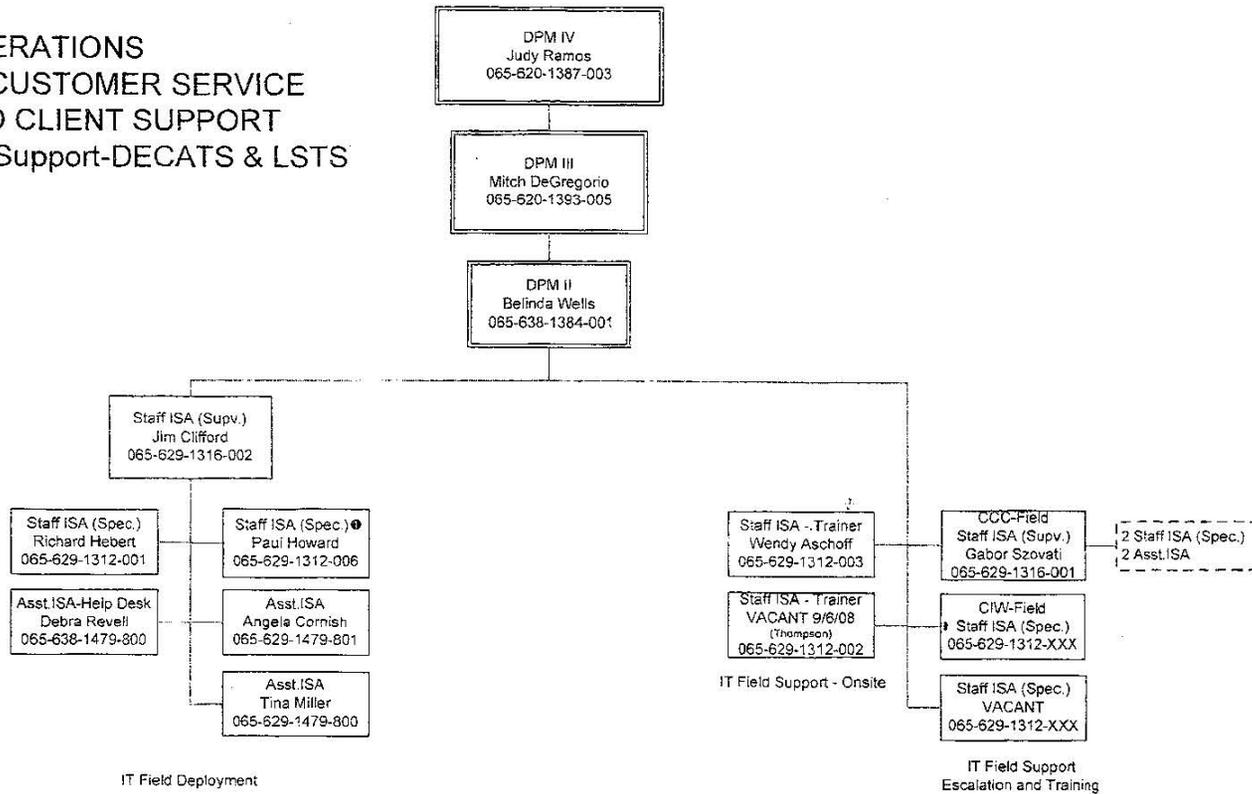
Effective 9-30-08  
 Assigned Personnel Liaison: S. Jason

- Retired Annuitant
- Limited Term Appointment, Expires 2/24/10

  
 JOE PANORA  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

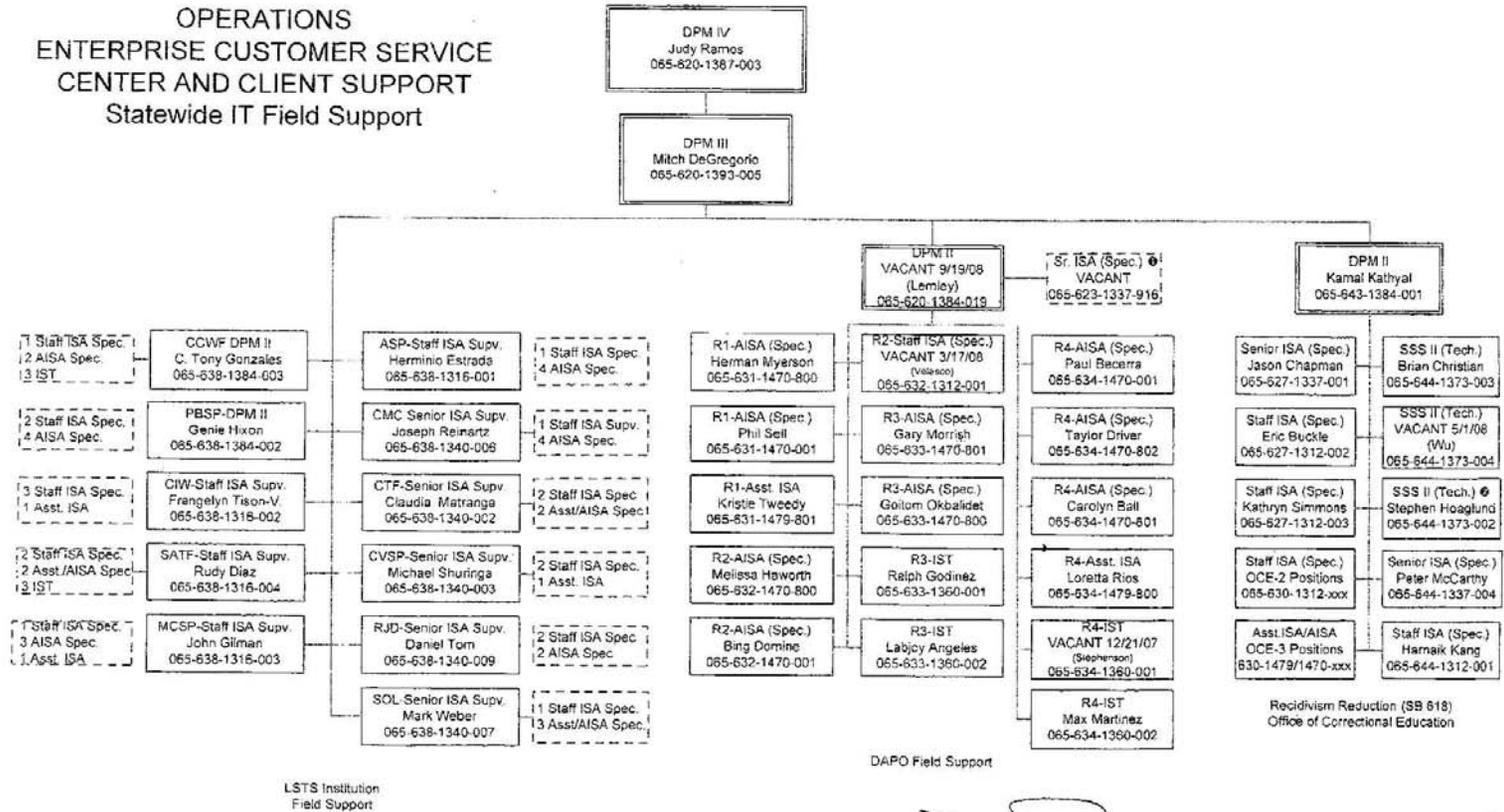
0/6/08  
 Date

**OPERATIONS  
 ENTERPRISE CUSTOMER SERVICE  
 CENTER AND CLIENT SUPPORT  
 Statewide IT Field Support-DECATS & LSTS**



➊ Redirected to Recidivism Reduction

California Department of Corrections and Rehabilitation  
 Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System



Effective 9-30-08  
 Assigned Personnel Liaison-S. Jason

- Retired Annuitant
- Redirected to Infrastructure Services (IS)

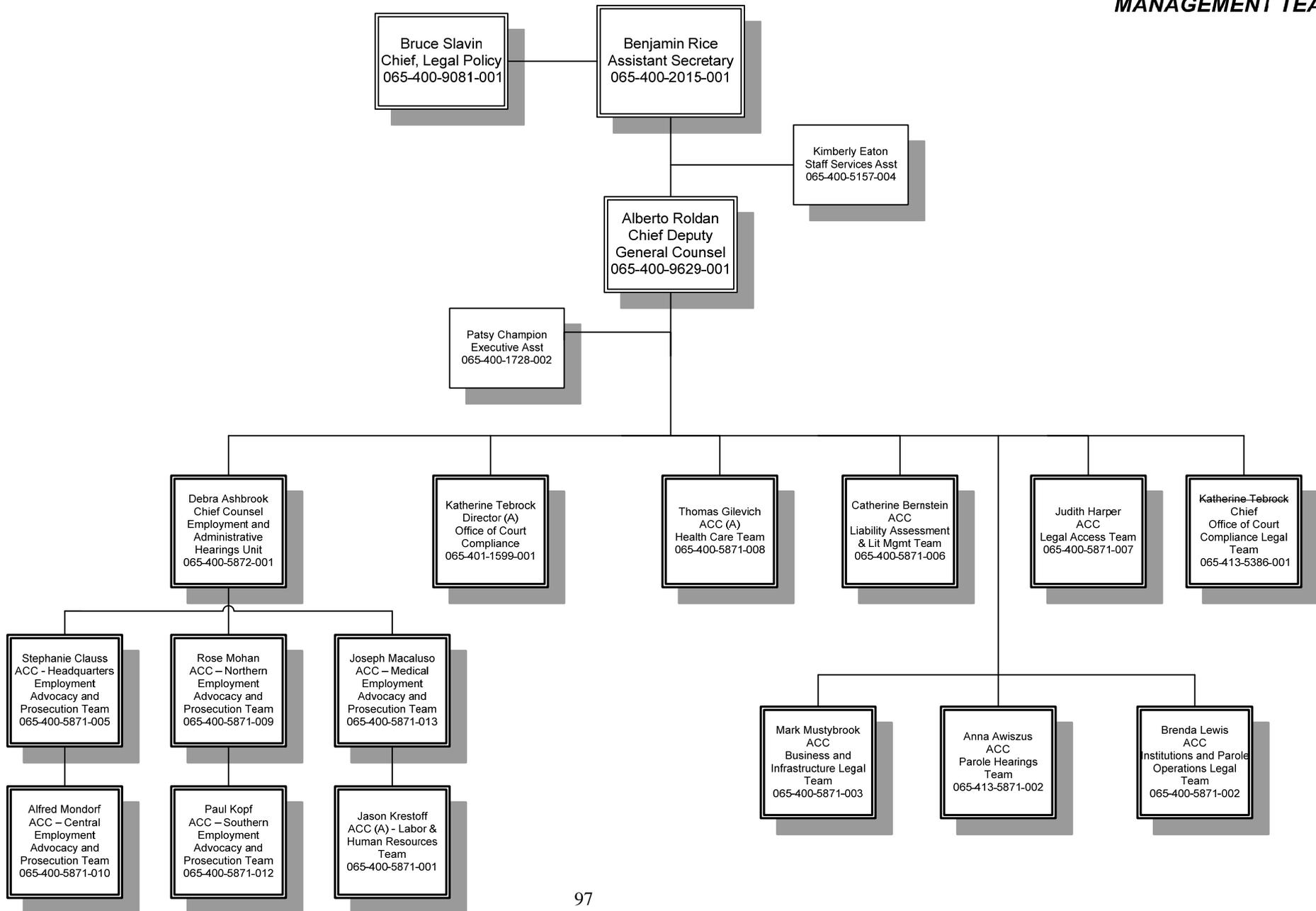
**JOE PANORA**  
 Assistant Secretary of Information Technology/AIO  
 Enterprise Information Services  
 California Department of Corrections and Rehabilitation

10/6/08  
 Date



CDCR OFFICE OF LEGAL AFFAIRS  
ORGANIZATION CHART

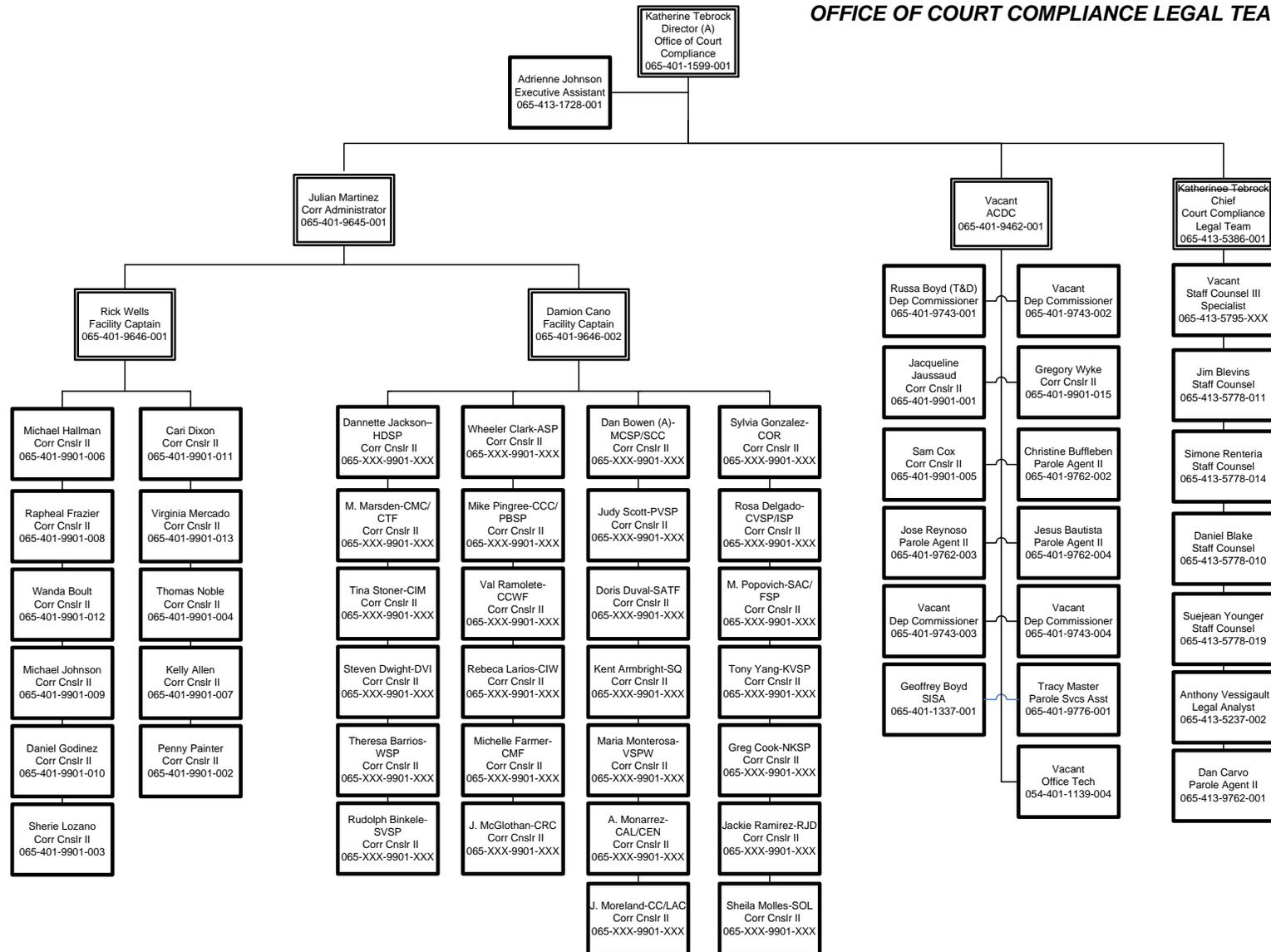
**MANAGEMENT TEAM**





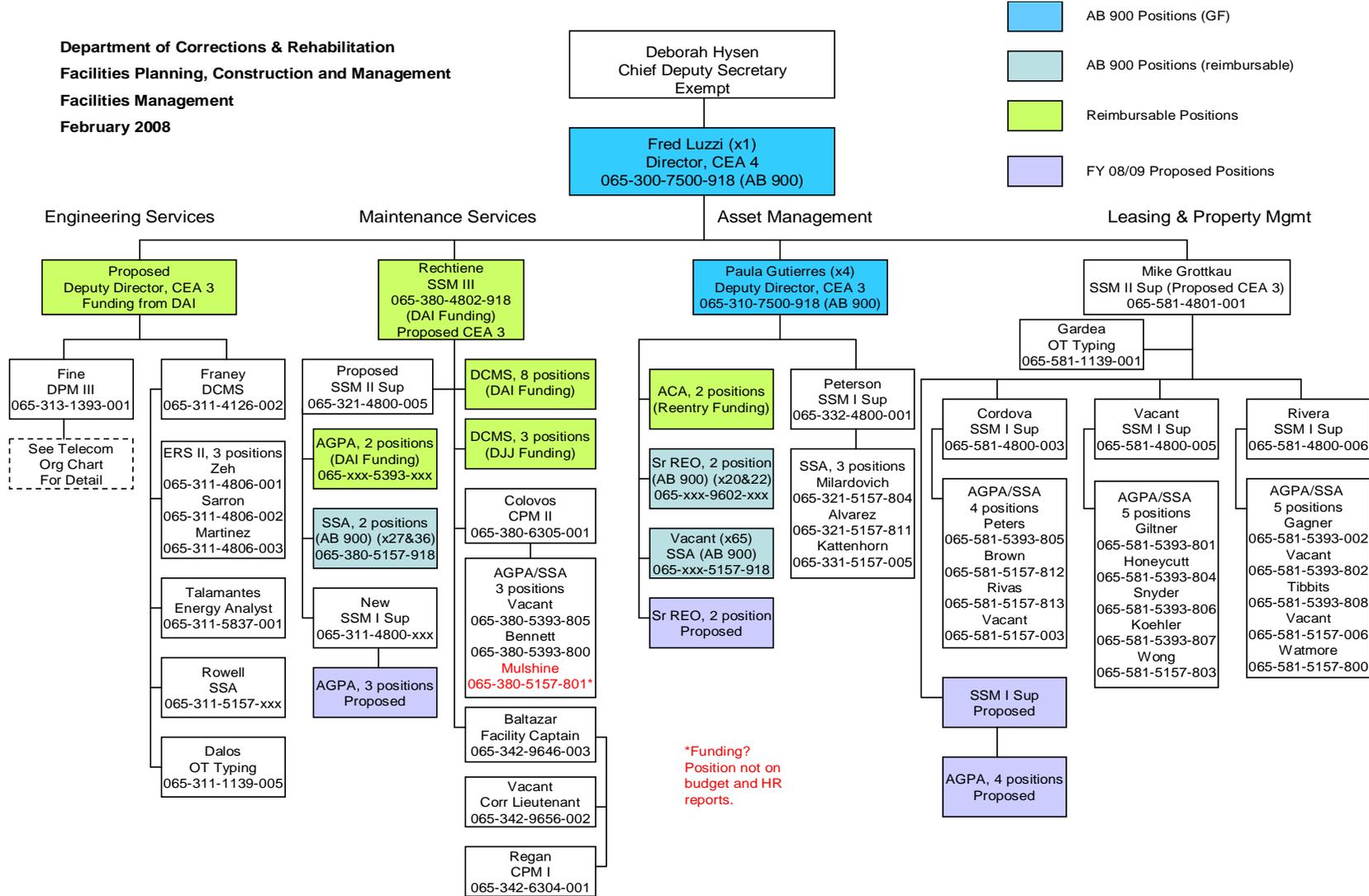
CDCR OFFICE OF COURT COMPLIANCE  
ORGANIZATION CHART

**OFFICE OF COURT COMPLIANCE LEGAL TEAM**



Approved by:  
Date:

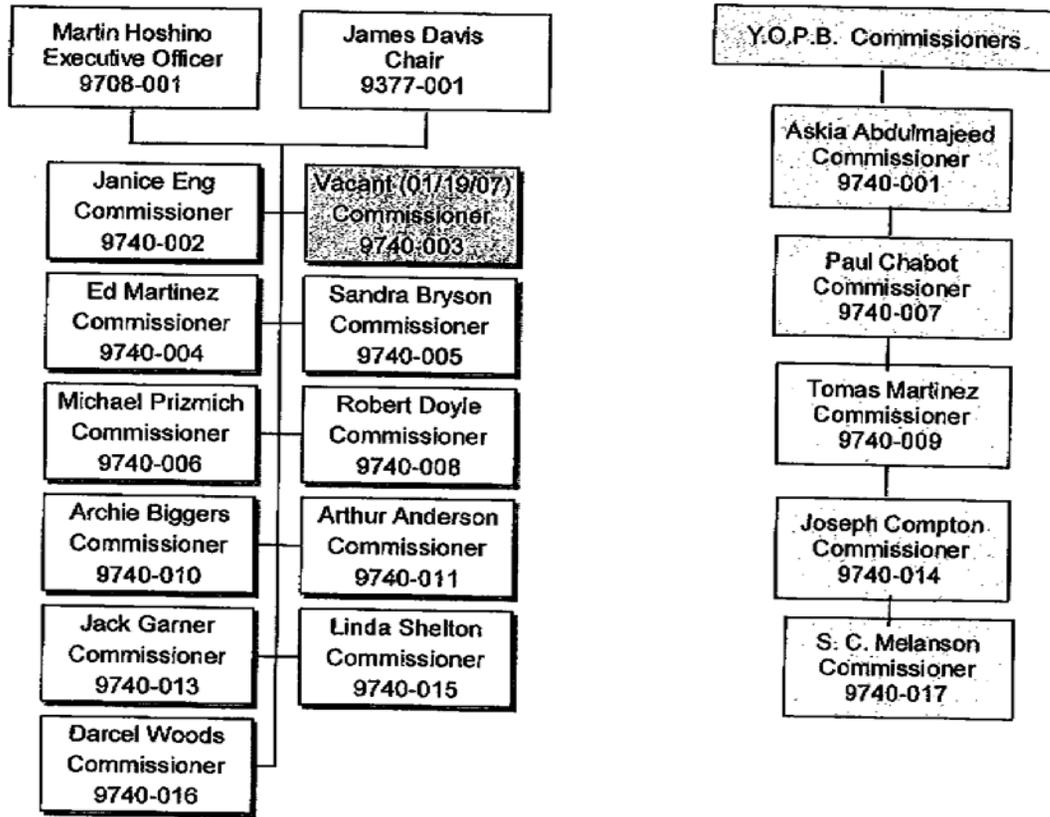
CDCR FACILITIES PLANNING, CONSTRUCTION AND MANAGEMENT  
 FACILITIES MANAGEMENT ORGANIZATION CHART



CDCR BOARD OF PAROLE HEARINGS  
 Executive/Administration  
 ORGANIZATION CHART  
 Board of Parole Hearings  
 Executive/Administration  
 Commissioners  
 065-155

*Draft*

FEB-29-2008 08:47



Chair -----1  
 Comm -----11

TOTAL P. 004

Martin Hoshino, Executive Officer

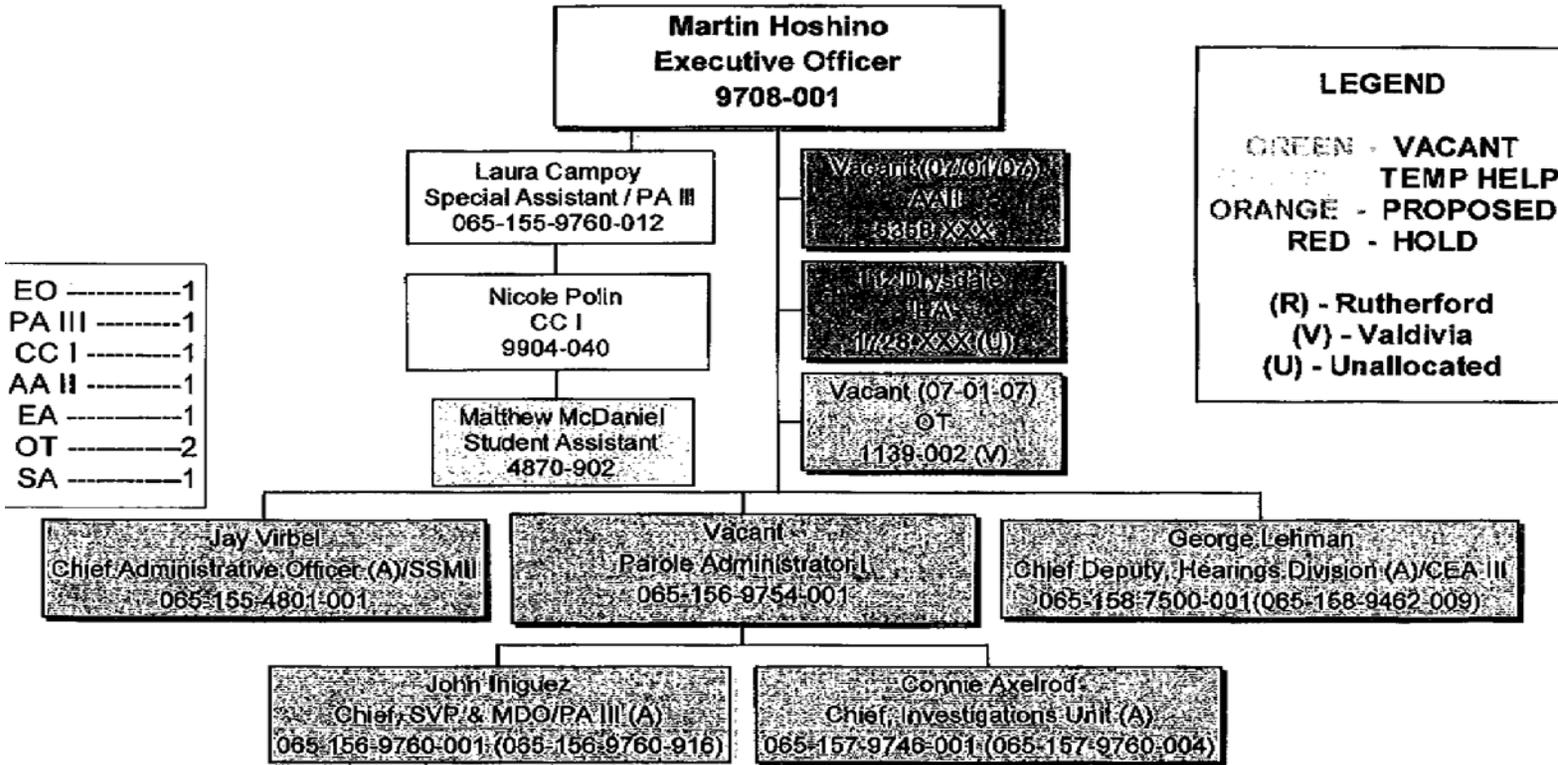
February 25, 2008  
 Date

P. 004

CDCR BOARD OF PAROLE HEARINGS  
 Executive Office  
 ORGANIZATION CHART  
 Board of Parole Hearings  
 Executive Office  
 065-155

*DRAFT*

FEB-29-2008 09:45



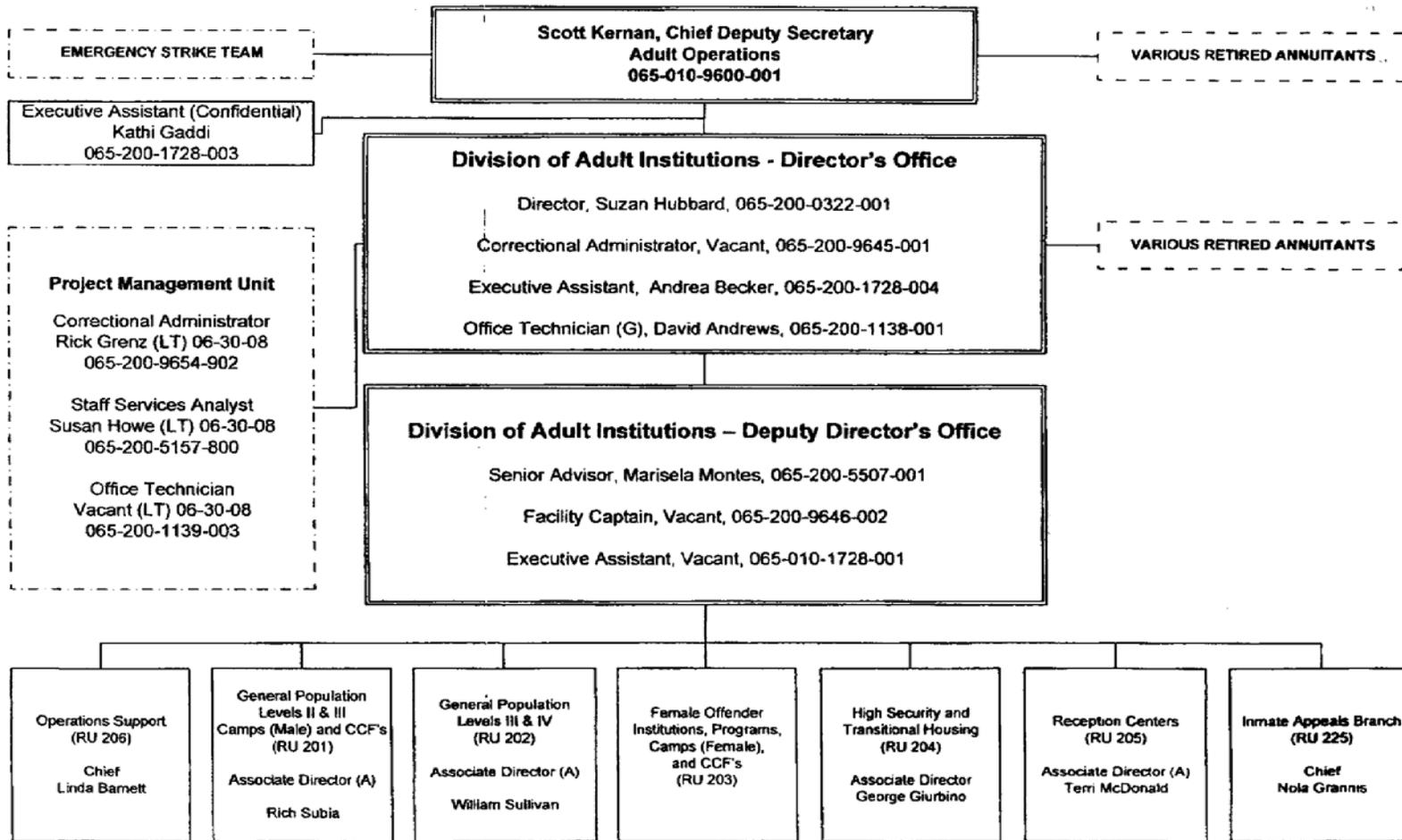
Martin Hoshino, Executive Officer

February 28, 2008  
 Date

P.002

CDCR INSTITUTIONS – DIVISION OF ADULT INSTITUTIONS  
 ORGANIZATION CHART

California Department of Corrections and Rehabilitation – Division of Adult Institutions



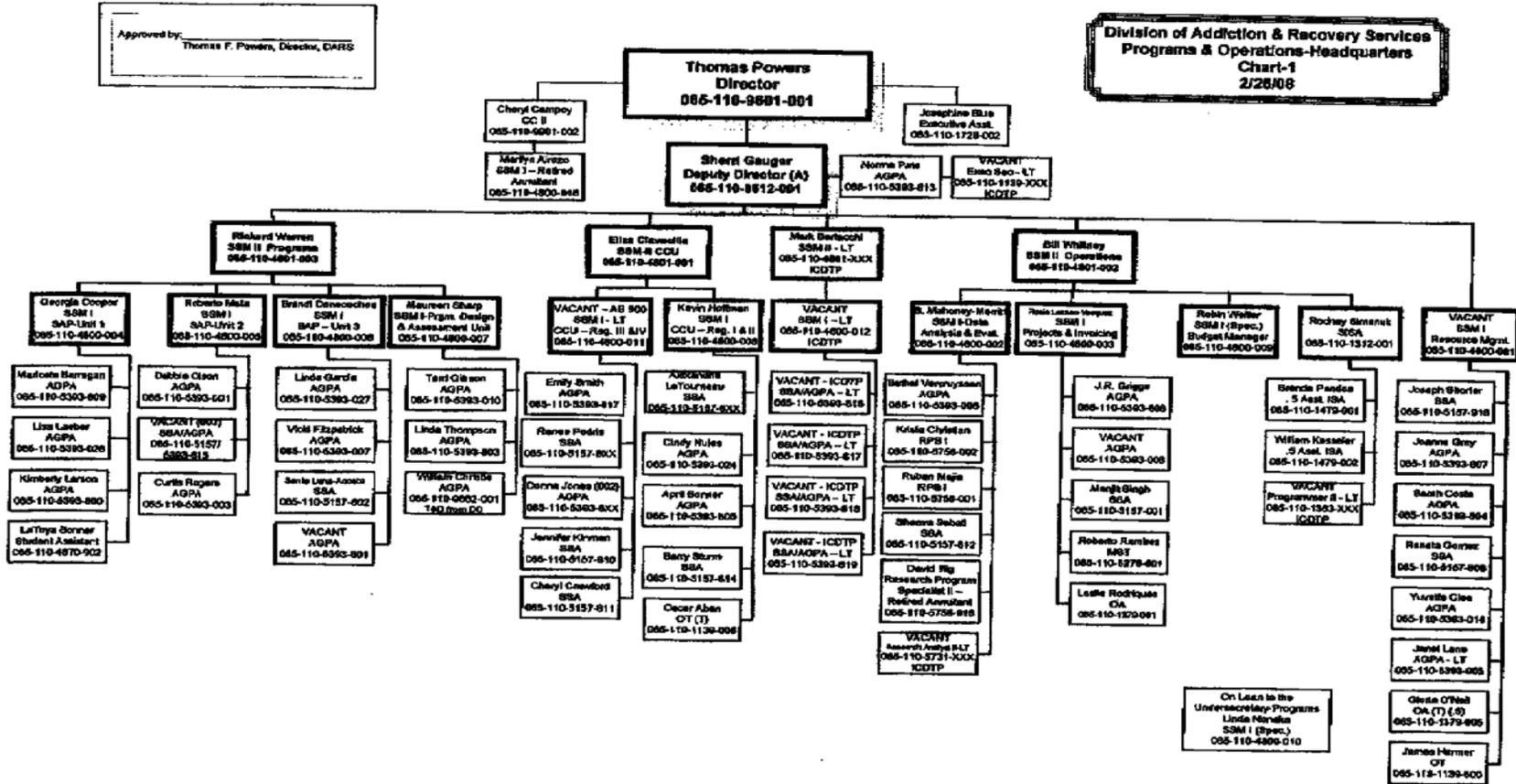
02/28/2008 09:25 FAX

001/001

*Aug 7 2008*  
 Approved By

2-8-08  
 Date

CDCR INSTITUTIONS – DIVISION OF ADDICTION AND RECOVERY SERVICES  
 Program Administrators – Headquarters  
 ORGANIZATION



1/27/2008 12:01

9163274472

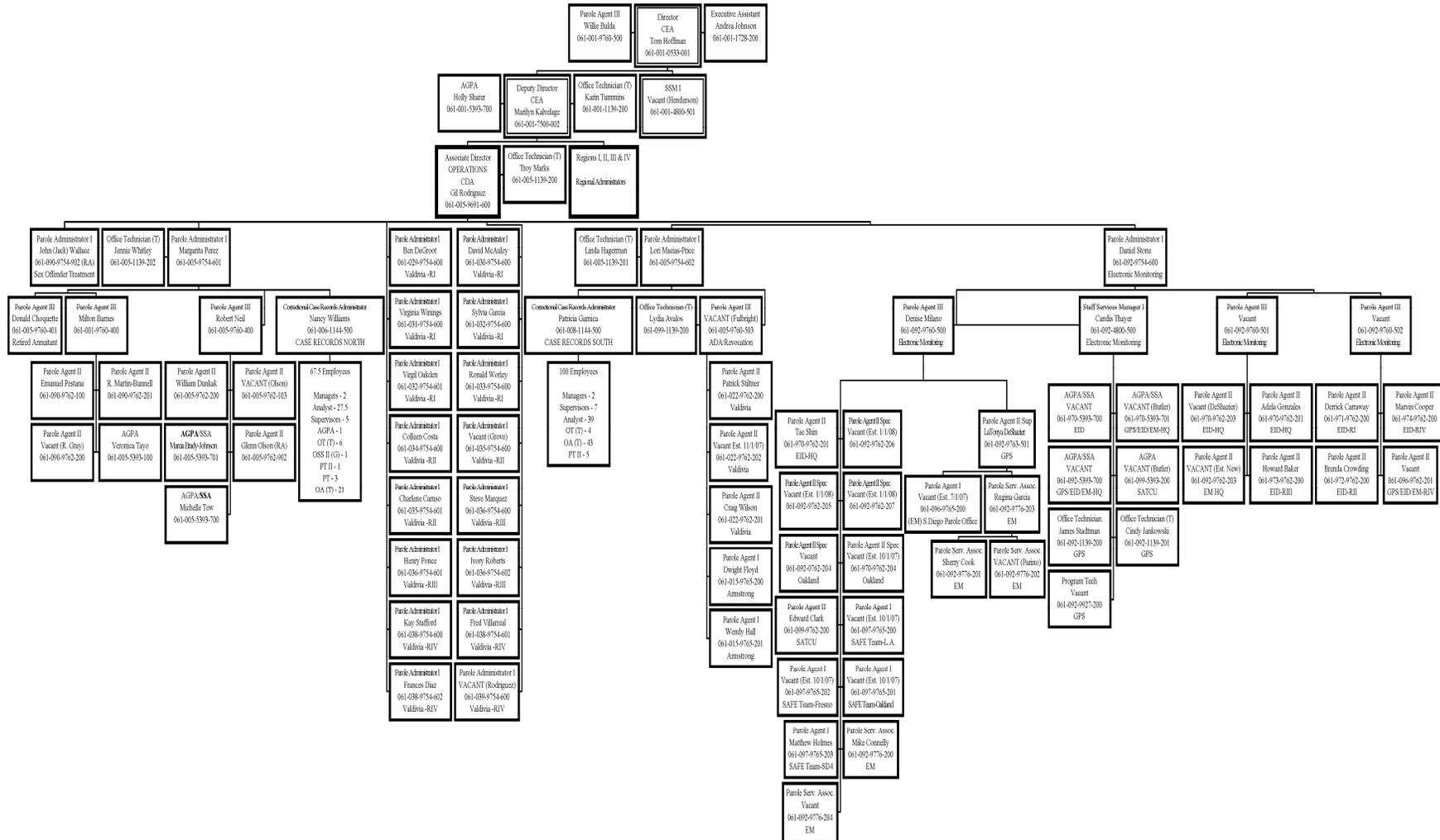
RML/DARS

PAGE 02/02

California Department of Corrections and Rehabilitation  
 Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System

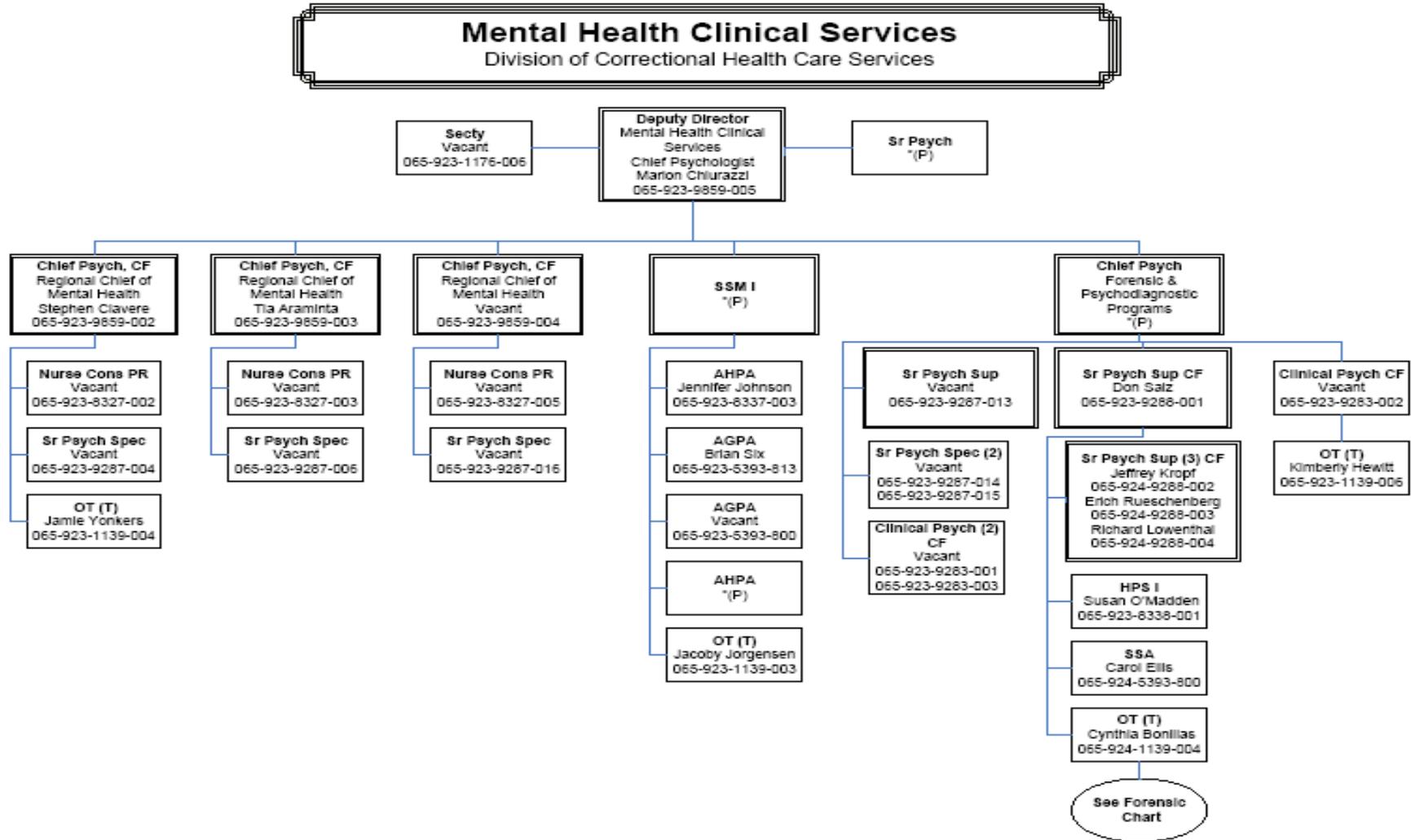
CDCR INSTITUTIONS – DIVISION OF ADULT PAROLE OPERATIONS  
 OPERATIONS  
 ORGANIZATION CHART

DIVISION OF ADULT PAROLE OPERATIONS - OPERATIONS





CDCR INSTITUTIONS – MENTAL HEALTH CLINICAL SERVICES  
 Division of Correctional Health Care Services – Chart 1  
 ORGANIZATION CHART



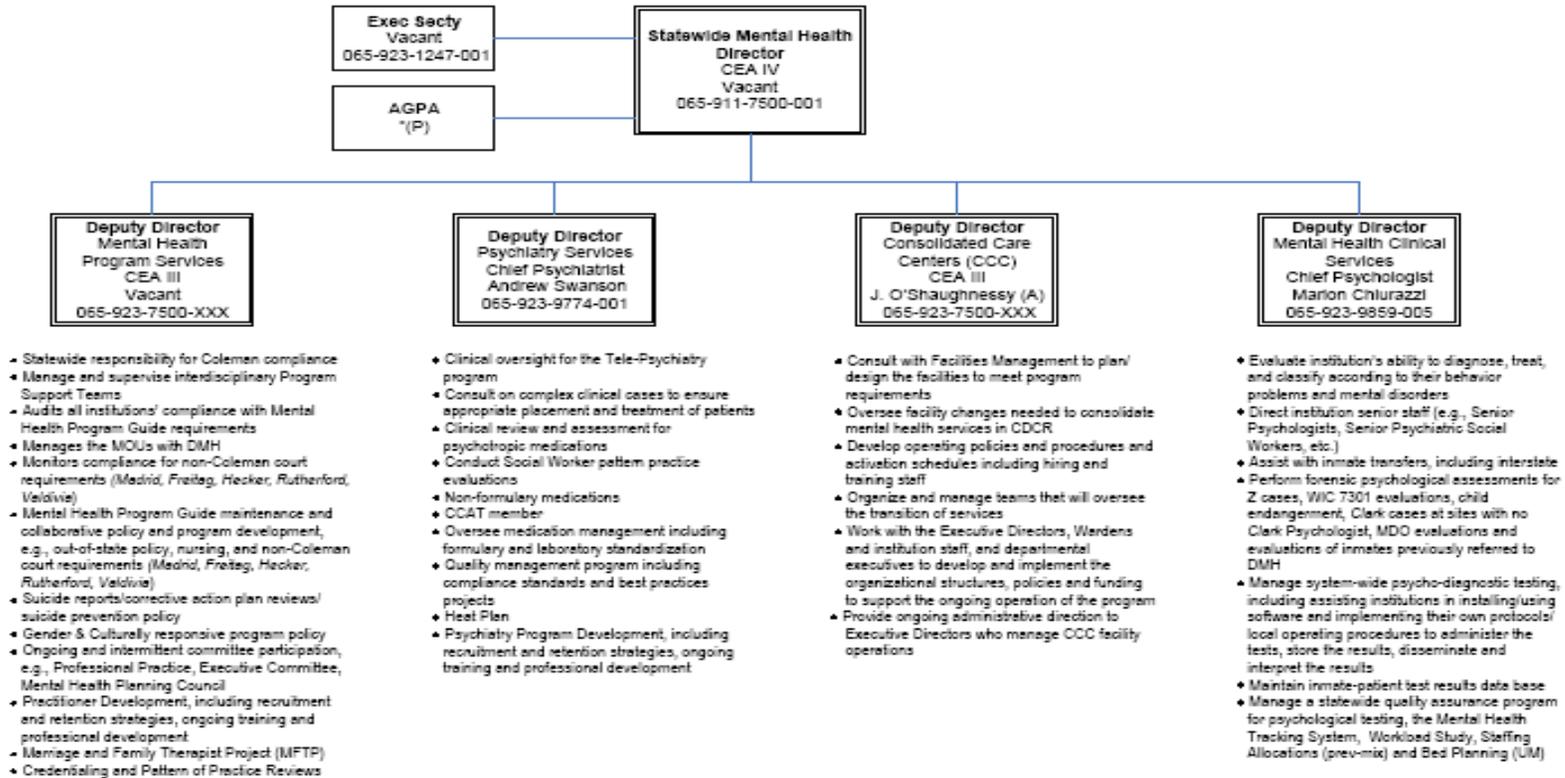
\*(P) = Proposed/No position assigned

12/28/2007

CDCR EIS INSTITUTIONS – MENTAL HEALTH CLINICAL SERVICES  
 Division of Correctional Health Care Services – Chart 2

ORGANIZATION CHART

**Mental Health Program**  
 Division of Correctional Health Care Services



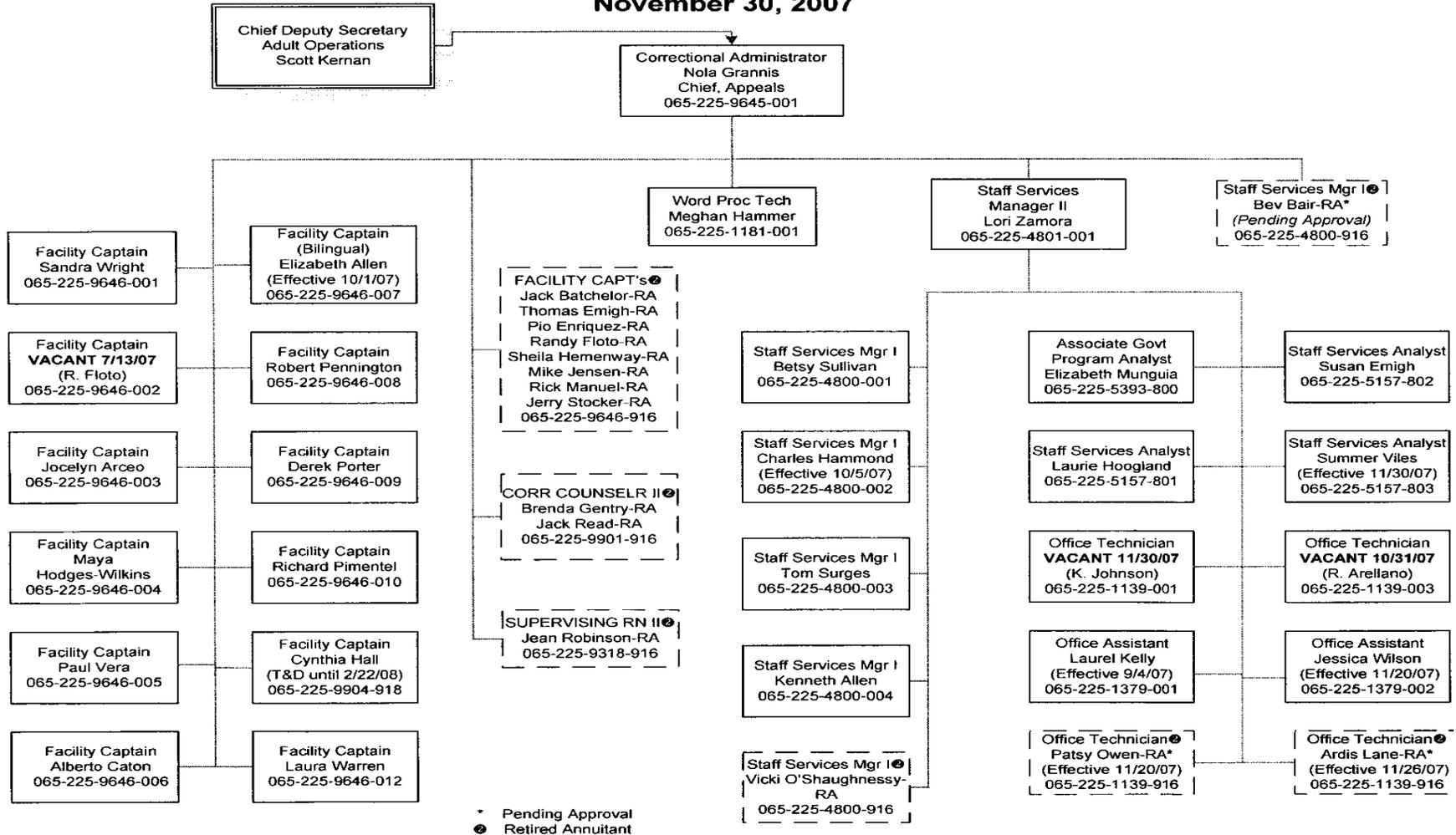
(P)=Proposed/no position assigned

12/26/2007

CDCR INSTITUTIONS – INMATE APPEALS BRANCH  
 ORGANIZATION CHART

# Inmate Appeals Branch

November 30, 2007



ATTACHMENT B

Risk Management Worksheet

California Department of Corrections and Rehabilitation  
*Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System*

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#	Risk Category/Event	Affected Project Area/Element	Loss Hours	Risk Event Probability	Risk Hours	Preventive Measures	Contingency Measures
1	Delay in the bidding and contract process to procure development contractor.	Schedule	480	.05	24	1,2,3	
2	Lack of qualified development contractors to submit acceptable response to the RFP.	Schedule	960	.01	9.6	14	
3	Existing Data Center staff impacted with unexpected priority workload.	Schedule	160	0.3	48	1	1
4	Delay due to loss or unavailability of critical development contractor staff.	Schedule	480	0.3	144	3	1
5	Vendor cannot meet all the requirements for building the application within the timeframe.	Schedule	360	0.5	180	14, 18	1, 3, 8
6	Delay in application customization efforts as a result of poorly defined and undocumented business processes and procedures required to make the ADA accommodation process comply with the court judgment.	Schedule	160	0.3	48	16	1, 3
7	Financial resources unavailable or under-projected staffing, time frame, and equipment needs.	Budget	360	0.3	108	14	9, 10

8	Lack of agreement between UPM and individual PM on project scope, specific business rules, data requirements, and application functionality prior to development.	Schedule	120	0.3	36	11	7
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See explanation of probability values following this chart.

See descriptions of Preventive Measure and Contingency Measures (following explanation of probability values).

California Department of Corrections and Rehabilitation  
*Feasibility Study Report: Disability and Effective Communication Accommodations Tracking System*

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#	Risk Category/Event	Affected Project Area/Element	Loss Hours	Risk Event Probability	Risk Hours	Preventive Measures	Contingency Measures
9	Due to time constraints, no pilot study is proposed which may affect user acceptance and result in necessary changes following production.	Schedule	80	0.1	8	9, 10, 12, 16	14
10	Significant problems with logic or functionality uncovered during testing requiring application changes.	Schedule	160	0.1	1.6	12,16	2
11	Scope/requirements/functionality changes due to future court mandates or undocumented requirements or reporting needs.	Schedule	80	0.3	24	16	13
12	Reporting requirements for CDCR may be more complex than originally anticipated.	Schedule	40	0.5	20	14	3
13	Data conversion more complex and/or more time consuming than projected.	Schedule	40	0.1	4	15	12
14	Union and Labor Relations issues may cause delay or prevention of complete business process implementation.	Schedule	320	0.5	160	10	5, 6, 7
15	CDCR number (primary key) format changes to seven digits during project.	Schedule	40	0.1	4	18	2, 13

16	Unable to find existing adequate EIS technical support staff to complete DECATS project proposal and other required up-front documentation due to other priorities.	Schedule	80	0.1	8	1	4
17	Delay in Budget approval	Schedule	320	0.5	160	19	8, 9

See explanation of probability values following this chart.

See descriptions of Preventive Measure and Contingency Measures (following explanation of probability values).

#	Risk Category/Event	Affected Project Area/Element	Loss Hours	Risk Event Probability	Risk Hours	Preventive Measures	Contingency Measures
18	Interfaces between components of the system do not function as expected.	Scope	400	.3	120	6, 12, 13, 19	7, 8
19	Connectivity not available to external entities, county jails, contracted facilities, community programs, etc.)	Scope	1008	.9	907.2	15	Arrange non-IT procedures
<b>TOTAL RISK HOURS</b>			<b>5648</b>		<b>2010.4</b>		

See explanation of probability values following this chart.

See descriptions of Preventive Measure and Contingency Measures (following explanation of probability values).

**Risk Event Probability Descriptions**

Rating	Statement of Impact	Statement of Probability
.10	Low	Unlikely or highly unlikely
.30	Minor	Somewhat doubtful or modest chance
.50	Moderate	Better than even chance
.70	Significant	Likely or probable
.90	High	Highly likely or almost certain

**Preventive Measures**

1. Work with executive management to ensure that all the resources are available.

2. Obtain a procurement officer to oversee activities by vendors and State agencies on procurements and deliveries.
3. Define the knowledge and skills required from CDCR staff to support development/implementation efforts.
4. Management commitment to provide adequate workload supervision.
5. Provide sufficient and appropriate training.
6. Plan for complete and rigorous application testing prior to production.
7. Hold regular team meetings with customer.
8. Maintain constant written and oral communication between BPH, Adult Programs, DARS, Mental Health, Clark, DAPO, DAI, OCC, and EIS project management and EIS technical support staff.
9. Monitor ongoing acceptance of the new application as it is being developed with the user instead of waiting until completion.
10. Engage CDCR Labor Relations personnel early to help notify the Unions of possible conflicts in various work class restrictions requiring computerized tasks.
11. Ensure the reporting requirements are clearly defined.
12. Ensure the system requirements are clearly defined.
13. Conduct a comprehensive requirements analysis review with the vendor.
14. Ensure the cost estimates are based on realistic and factual data.
15. Vendor will develop a Data Conversion Plan.
16. UPM's will coordinate with the vendor to define processes and procedures that must be adhered to due to federal Court mandates and compliance.
17. Process contractor services procurement documents efficiently and expediently.
18. Ensure system requirements are prioritized and communicated.
19. Build reserve time into the project schedule for unanticipated delays.

### **Contingency Measures**

1. Hire additional consultant staff.

2. Extend the timeline.
3. Simplify system functionality.
4. Hire contractor staff to backfill the EIS staff.
5. Implement application for a pilot period to gain user familiarity.
6. Negotiate with Unions for an interim solution or compromise until a final agreement can be reached.
7. Implement the partial solution and phase in the remaining requirements.
8. Only implement a core system with limited capability.
9. Utilize CDCR general funds from within the Department.
10. Submit a BCP for additional funding.
11. Eliminate or reduce the amount and type of data being converted to provide a baseline database until the remaining data can be converted.
12. Hire consultants to supplement the data conversion efforts.
13. Submit BCP or SPR to address any critical court orders or legislative mandates that will impact the current project scope.
14. Monitor and identify system business process changes after the major release implementation to include in minor release.

ATTACHMENT C

Economic Analysis Worksheet



**EXISTING SYSTEM COST WORKSHEET**

Department: California Department of Corrections and Rehabilitation draft  
 Disability and Effective Communication Accommodation Tracking System (DECATS)

**BASELINE**

	FY <b>2008/2009</b>		FY <b>2009/2010</b>		FY <b>2010/2011</b>		FY <b>2011/2012</b>		<b>TOTALS</b>	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
<b>Information Technology (IT) Costs:</b>										
<i>Continuing:</i>										
Staff (Salaries & Benefits)*	22.90	\$ 2,358,995	16.90	\$ 1,685,892	16.90	\$ 1,685,892	16.90	\$ 1,685,892	73.60	\$ 7,416,672
Hardware Lease/Maintenance*		\$ 9,325		\$ 9,325		\$ 9,325		\$ 9,325		\$ 37,300
Software Maintenance/Licenses*		\$ 108,000		\$ 108,000		\$ 108,000		\$ 108,000		\$ 432,000
Contract Services*		\$ 605,000		\$ 605,000		\$ 605,000		\$ 605,000		\$ 2,420,000
Data Center Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other*		\$ 562,768		\$ 562,768		\$ 562,768		\$ 562,768		\$ 2,251,072
<b>Total IT Costs</b>	<b>22.90</b>	<b>\$ 3,644,088</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>73.60</b>	<b>\$ 12,557,044</b>
<b>Program Costs:</b>										
<i>Continuing:</i>										
Staff*	1138.28	\$ 125,543,996	1138.28	\$ 125,543,996	1138.28	\$ 125,543,996	1138.28	\$ 125,543,996	4553.13	\$ 502,175,986
Other*		\$ 55,000		\$ 55,000		\$ 55,000		\$ 55,000		\$ 220,000
<b>Total Program Costs</b>	<b>1138.28</b>	<b>\$ 125,598,996</b>	<b>4553.13</b>	<b>\$ 502,395,986</b>						
<b>Total Existing System Costs</b>	<b>1161.18</b>	<b>\$ 129,243,085</b>	<b>1155.18</b>	<b>\$ 128,569,982</b>	<b>1155.18</b>	<b>\$ 128,569,982</b>	<b>1155.18</b>	<b>\$ 128,569,982</b>	<b>4626.73</b>	<b>\$ 514,953,029</b>

\*See detail sheets for breakdown

**PROPOSED SYSTEM COST WORKSHEET**

Department: California Department of Corrections and Rehabilitation  
 Disability and Effective Communication Accommodation Tracking System (DECATS)

**PROPOSED**

	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts								
<b>Information Technology (IT) Costs:</b>										
<i>One-time:</i>										
Staff (Salaries & Benefits)*	3.70	\$ 348,181	7.70	\$ 793,512	0.12	\$ 15,329	0.00	\$ -	11.52	\$ 1,157,022
Hardware Purchase*		\$ 1,503,500		\$ -		\$ -		\$ -		\$ 1,503,500
Software Purchase/License		\$ 530,840		\$ -		\$ -		\$ -		\$ 530,840
Telecommunications*		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services										
<i>Software Customization</i>		\$ 1,682,500		\$ 1,099,500		\$ 350,000		\$ -		\$ 3,132,000
<i>Project Management</i>		\$ -		\$ -		\$ -		\$ -		\$ -
<i>Project Oversight</i>		\$ 178,560		\$ 178,560		\$ 29,790		\$ -		\$ 386,910
<i>IV&amp;V Services</i>		\$ 119,040		\$ 119,040		\$ 19,860		\$ -		\$ 257,940
<i>Other Contract Services</i>		\$ 290,000		\$ 150,000		\$ -		\$ -		\$ 440,000
TOTAL Contract Services		\$ 2,270,100		\$ 1,547,100		\$ 399,650		\$ -		\$ 4,216,850
Data Center Services		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other*		\$ 170,475		\$ -		\$ -		\$ -		\$ 170,475
<b>Total One-time IT Costs</b>	<b>3.70</b>	<b>\$ 4,823,096</b>	<b>7.70</b>	<b>\$ 2,340,612</b>	<b>0.12</b>	<b>\$ 414,979</b>	<b>0.00</b>	<b>\$ -</b>	<b>11.52</b>	<b>\$ 7,578,687</b>
<i>Continuing:</i>										
Staff*	9.00	\$ 848,520	13.00	\$ 1,247,551	14.16	\$ 1,368,949	14.20	\$ 1,374,059	50.36	\$ 4,839,079
Hardware Lease/Maintenance*		\$ -		\$ 110,022		\$ 110,022		\$ 110,022		\$ 330,066
Software Maintenance/Licenses		\$ -		\$ 107,450		\$ 107,450		\$ 107,450		\$ 322,350
Telecommunications*		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Data Center Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other		\$ -		\$ 65,500		\$ 65,500		\$ 65,500		\$ 196,500
<b>Total Continuing IT Costs</b>	<b>9.00</b>	<b>\$ 848,520</b>	<b>13.00</b>	<b>\$ 1,530,523</b>	<b>14.16</b>	<b>\$ 1,651,921</b>	<b>14.20</b>	<b>\$ 1,657,031</b>	<b>50.36</b>	<b>\$ 5,687,995</b>
<b>TOTAL PROJECT COSTS</b>	<b>12.70</b>	<b>\$ 5,671,616</b>	<b>20.70</b>	<b>\$ 3,871,136</b>	<b>14.28</b>	<b>\$ 2,066,900</b>	<b>14.20</b>	<b>\$ 1,657,031</b>	<b>61.88</b>	<b>\$ 13,266,683</b>
<b>Continuing Existing Costs:</b>										
<i>Information Technology Costs:</i>										
Staff	22.90	\$ 2,358,995	16.90	\$ 1,685,892	16.90	\$ 1,685,892	16.90	\$ 1,685,892	73.60	\$ 7,416,672
Other		\$ 1,285,093		\$ 1,285,093		\$ 1,285,093		\$ 1,285,093		\$ 5,140,372
<b>Total Existing IT Costs</b>	<b>22.90</b>	<b>\$ 3,644,088</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>73.60</b>	<b>\$ 12,557,044</b>
<i>Program Costs:</i>										
Staff*	1149.15	\$ 137,308,303	1149.16	\$ 137,308,303	1232.46	\$ 148,580,554	1231.36	\$ 148,580,554	4762.13	\$ 571,777,714
Other*		\$ 20,000		\$ 20,000		\$ 20,000		\$ 20,000		\$ 80,000
<b>Total Program Costs</b>	<b>1149.15</b>	<b>\$ 137,328,303</b>	<b>1149.16</b>	<b>\$ 137,328,303</b>	<b>1232.46</b>	<b>\$ 148,600,554</b>	<b>1231.36</b>	<b>\$ 148,600,554</b>	<b>4762.13</b>	<b>\$ 571,857,714</b>
<b>TOTAL CONTINUING EXISTING COSTS</b>	<b>1172.05</b>	<b>\$ 140,972,391</b>	<b>1166.06</b>	<b>\$ 140,299,288</b>	<b>1249.36</b>	<b>\$ 151,571,539</b>	<b>1248.26</b>	<b>\$ 151,571,539</b>	<b>4835.73</b>	<b>\$ 584,414,758</b>
<b>TOTAL ALTERNATIVE PROJECT COSTS</b>	<b>1184.75</b>	<b>\$ 146,644,007</b>	<b>1186.76</b>	<b>\$ 144,170,424</b>	<b>1263.64</b>	<b>\$ 153,638,439</b>	<b>1262.46</b>	<b>\$ 153,228,570</b>	<b>4897.61</b>	<b>\$ 597,681,440</b>
Increased Revenues		\$ -		\$ -		\$ -		\$ -		\$ -

\*See detail sheets for breakdown

**DDPS - ALTERNATIVE #1 COST WORKSHEET**

Department: California Department of Corrections and Rehabilitation  
 Disability and Effective Communication Accommodation Tracking System (DECATS)

	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts								
<b>Information Technology (IT) Costs:</b>										
<i>One-time:</i>										
Staff (Salaries & Benefits)*	3.70	\$ 348,181	7.70	\$ 793,512	0.12	\$ 15,329	0.00	\$ -	11.52	\$ 1,157,022
Hardware Purchase*		\$ 60,000		\$ -		\$ -		\$ -		\$ 60,000
Software Purchase/License		\$ 240,000		\$ -		\$ -		\$ -		\$ 240,000
Telecommunications*		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services										
<i>Software Customization</i>		\$ 750,000		\$ 375,000		\$ 350,000		\$ -		\$ 1,475,000
<i>Project Management</i>		\$ -		\$ -		\$ -		\$ -		\$ -
<i>Project Oversight</i>		\$ 178,560		\$ 178,560		\$ 29,790		\$ -		\$ 386,910
<i>IV&amp;V Services</i>		\$ 119,040		\$ 119,040		\$ 19,860		\$ -		\$ 257,940
<i>Other Contract Services</i>		\$ -		\$ -		\$ -		\$ -		\$ -
TOTAL Contract Services		\$ 1,047,600		\$ 672,600		\$ 399,650		\$ -		\$ 2,119,850
Data Center Services		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other*		\$ 170,475		\$ -		\$ -		\$ -		\$ 170,475
<b>Total One-time IT Costs</b>	<b>3.70</b>	<b>\$ 1,866,256</b>	<b>7.70</b>	<b>\$ 1,466,112</b>	<b>0.12</b>	<b>\$ 414,979</b>	<b>0.00</b>	<b>\$ -</b>	<b>11.52</b>	<b>\$ 3,747,347</b>
<i>Continuing:</i>										
Staff*	9.00	\$ 848,520	13.00	\$ 1,247,551	14.16	\$ 1,368,949	14.20	\$ 1,374,059	50.36	\$ 4,839,079
Hardware Lease/Maintenance*		\$ -		\$ 78,144		\$ 78,144		\$ 78,144		\$ 234,432
Software Maintenance/Licenses		\$ -		\$ 36,500		\$ 36,500		\$ 36,500		\$ 109,500
Telecommunications*		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Data Center Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other		\$ -		\$ 65,500		\$ 65,500		\$ 65,500		\$ 196,500
<b>Total Continuing IT Costs</b>	<b>9.00</b>	<b>\$ 848,520</b>	<b>13.00</b>	<b>\$ 1,427,695</b>	<b>14.16</b>	<b>\$ 1,549,093</b>	<b>14.20</b>	<b>\$ 1,554,203</b>	<b>50.36</b>	<b>\$ 5,379,511</b>
<b>TOTAL PROJECT COSTS</b>	<b>12.70</b>	<b>\$ 2,714,776</b>	<b>20.70</b>	<b>\$ 2,893,808</b>	<b>14.28</b>	<b>\$ 1,964,072</b>	<b>14.20</b>	<b>\$ 1,554,203</b>	<b>61.88</b>	<b>\$ 9,126,859</b>

**Continuing Existing Costs:**

<i>Information Technology Costs:</i>										
Staff	22.90	\$ 2,358,995	16.90	\$ 1,685,892	16.90	\$ 1,685,892	16.90	\$ 1,685,892	73.60	\$ 7,416,672
Other		\$ 1,285,093		\$ 1,285,093		\$ 1,285,093		\$ 1,285,093		\$ 5,140,372
<b>Total Existing IT Costs</b>	<b>22.90</b>	<b>\$ 3,644,088</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>16.90</b>	<b>\$ 2,970,985</b>	<b>73.60</b>	<b>\$ 12,557,044</b>
<i>Program Costs:</i>										
Staff*	1149.15	\$ 137,308,303	1149.16	\$ 137,308,303	1232.46	\$ 148,580,554	1231.36	\$ 148,580,554	4762.13	\$ 571,777,714
Other*		\$ 20,000		\$ 20,000		\$ 20,000		\$ 20,000		\$ 80,000
<b>Total Program Costs</b>	<b>1149.15</b>	<b>\$ 137,328,303</b>	<b>1149.16</b>	<b>\$ 137,328,303</b>	<b>1232.46</b>	<b>\$ 148,600,554</b>	<b>1231.36</b>	<b>\$ 148,600,554</b>	<b>4762.13</b>	<b>\$ 571,857,714</b>
<b>TOTAL CONTINUING EXISTING COSTS</b>	<b>1172.05</b>	<b>\$ 140,972,391</b>	<b>1166.06</b>	<b>\$ 140,299,288</b>	<b>1249.36</b>	<b>\$ 151,571,539</b>	<b>1248.26</b>	<b>\$ 151,571,539</b>	<b>4835.73</b>	<b>\$ 584,414,758</b>
<b>TOTAL ALTERNATIVE PROJECT COSTS</b>	<b>1184.75</b>	<b>\$ 143,687,167</b>	<b>1186.76</b>	<b>\$ 143,193,096</b>	<b>1263.64</b>	<b>\$ 153,535,611</b>	<b>1262.46</b>	<b>\$ 153,125,742</b>	<b>4897.61</b>	<b>\$ 593,541,616</b>
Increased Revenues		\$ -		\$ -		\$ -		\$ -		\$ -

\*See detail sheets for breakdown

EM COST WORKSHEET -MEETS COURT CO

ALTERNATIVE #2 Cost Worksheet

Department: California Department of Corrections and Rehabilitation  
 Disability and Effective Communication Accommodation Tracking System (DECATS)

	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
<b>Information Technology (IT) Costs:</b>										
<i>One-time:</i>										
Staff (Salaries & Benefits)*	74.00	\$ 7,387,730	74.00	\$ 7,387,730	6.00	\$ 687,034	0.00	\$ -	154.00	\$ 15,462,495
Hardware Purchase*		\$ 2,637,440		\$ -		\$ -		\$ -		\$ 2,637,440
Software Purchase/License		\$ 1,645,864		\$ -		\$ -		\$ -		\$ 1,645,864
Telecommunications*		\$ 441,000		\$ -		\$ -		\$ -		\$ 441,000
Contract Services										
Software Customization		\$ 1,907,500		\$ 1,425,000		\$ -		\$ -		\$ 3,332,500
Project Management		\$ 400,000		\$ -		\$ -		\$ -		\$ 400,000
Project Oversight		\$ 178,560		\$ 178,560		\$ 29,790		\$ -		\$ 386,910
IV&V Services		\$ 119,040		\$ 119,040		\$ 19,860		\$ -		\$ 257,940
Other Contract Services		\$ 2,950,000		\$ 270,000		\$ -		\$ -		\$ 3,220,000
TOTAL Contract Services		\$ 5,555,100		\$ 1,992,600		\$ 49,650		\$ -		\$ 7,597,350
Data Center Services		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other*		\$ 957,947		\$ -		\$ -		\$ -		\$ 957,947
<b>Total One-time IT Costs</b>	<b>74.00</b>	<b>\$ 18,625,081</b>	<b>74.00</b>	<b>\$ 9,380,330</b>	<b>6.00</b>	<b>\$ 736,684</b>	<b>0.00</b>	<b>\$ -</b>	<b>154.00</b>	<b>\$ 28,742,096</b>
<i>Continuing:</i>										
Staff*	0.00	\$ -	0.00	\$ -	68.00	\$ 6,789,157	74.00	\$ 7,387,730	142.00	\$ 14,176,887
Hardware Lease/Maintenance*		\$ 19,536		\$ 110,022		\$ 70,950		\$ 70,950		\$ 271,458
Software Maintenance/Licenses		\$ -		\$ 585,040		\$ 585,040		\$ 585,040		\$ 1,755,120
Telecommunications*		\$ -		\$ -		\$ -		\$ -		\$ -
Contract Services*		\$ -		\$ -		\$ 1,150,000		\$ 1,150,000		\$ 2,300,000
Data Center Services*		\$ -		\$ -		\$ -		\$ -		\$ -
Agency Facilities		\$ -		\$ -		\$ -		\$ -		\$ -
Other		\$ -		\$ 204,000		\$ 204,000		\$ 204,000		\$ 612,000
<b>Total Continuing IT Costs</b>	<b>0.00</b>	<b>\$ 19,536</b>	<b>0.00</b>	<b>\$ 899,062</b>	<b>68.00</b>	<b>\$ 8,799,147</b>	<b>74.00</b>	<b>\$ 9,397,720</b>	<b>142.00</b>	<b>\$ 19,115,465</b>
<b>TOTAL PROJECT COSTS</b>	<b>74.00</b>	<b>\$ 18,644,617</b>	<b>74.00</b>	<b>\$ 10,279,392</b>	<b>74.00</b>	<b>\$ 9,535,830</b>	<b>74.00</b>	<b>\$ 9,397,720</b>	<b>296.00</b>	<b>\$ 47,857,561</b>
<b>Continuing Existing Costs:</b>										
<i>Information Technology Costs:</i>										
Staff	36.38	\$ 3,260,575	36.38	\$ 3,260,575	36.38	\$ 3,260,575	36.38	\$ 3,260,575	145.53	\$ 13,042,300
Other		\$ 2,392,087		\$ 2,392,087		\$ 2,392,087		\$ 2,392,087		\$ 9,568,348
<b>Total Existing IT Costs</b>	<b>36.38</b>	<b>\$ 5,652,662</b>	<b>36.38</b>	<b>\$ 5,652,662</b>	<b>36.38</b>	<b>\$ 5,652,662</b>	<b>36.38</b>	<b>\$ 5,652,662</b>	<b>145.53</b>	<b>\$ 22,610,648</b>
<i>Program Costs:</i>										

Staff*	1186.15	\$ 140,258,072	1186.16	\$ 140,258,072	1218.01	\$ 144,185,926	1215.61	\$ 144,185,926	4805.91	\$ 568,887,997
Other*		\$ 55,000		\$ 55,000		\$ 55,000		\$ 55,000		\$ 220,000
<b>Total Program Costs</b>	<b>1186.15</b>	<b>\$ 140,313,072</b>	<b>1186.16</b>	<b>\$ 140,313,072</b>	<b>1218.01</b>	<b>\$ 144,240,926</b>	<b>1215.61</b>	<b>\$ 144,240,926</b>	<b>4805.91</b>	<b>\$ 569,107,997</b>
<b>TOTAL CONTINUING EXISTING COSTS</b>	<b>1222.53</b>	<b>\$ 145,965,734</b>	<b>1222.54</b>	<b>\$ 145,965,734</b>	<b>1254.39</b>	<b>\$ 149,893,588</b>	<b>1251.99</b>	<b>\$ 149,893,588</b>	<b>4951.44</b>	<b>\$ 591,718,645</b>
<b>TOTAL ALTERNATIVE PROJECT COSTS</b>	<b>1296.53</b>	<b>\$ 164,610,351</b>	<b>1296.54</b>	<b>\$ 156,245,127</b>	<b>1328.39</b>	<b>\$ 159,429,419</b>	<b>1325.99</b>	<b>\$ 159,291,309</b>	<b>5247.44</b>	<b>\$ 639,576,206</b>
Increased Revenues		\$ -		\$ -		\$ -		\$ -		\$ -

**ECONOMIC ANALYSIS SUMMARY**

Department: California Department of Corrections and Rehabilitation  
 Disability and Effective Communication Accommodation Tracking System (DECATS)

**Summary**

	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
<b>Baseline:</b>										
Total IT Costs	22.90	\$ 3,644,088	16.90	\$ 2,970,985	16.90	\$ 2,970,985	16.90	\$ 2,970,985	73.60	\$ 12,557,044
Total Program Costs	1138.28	\$ 125,598,996	1138.28	\$ 125,598,996	1138.28	\$ 125,598,996	1138.28	\$ 125,598,996	4553.13	\$ 502,395,986
Total Existing System Cost	1161.18	\$ 129,243,085	1155.18	\$ 128,569,982	1155.18	\$ 128,569,982	1155.18	\$ 128,569,982	4626.73	\$ 514,953,029

<b>Proposed Alternative:</b>										
Total Existing System Cost	1161.18	\$ 129,243,085	1155.18	\$ 128,569,982	1155.18	\$ 128,569,982	1155.18	\$ 128,569,982	4626.73	\$ 514,953,029
Total Proposed Project Cost	12.70	\$ 5,671,616	20.70	\$ 3,871,136	14.28	\$ 2,066,900	14.20	\$ 1,657,031	61.88	\$ 13,266,683
Total Continuing Existing Cost	1172.05	\$ 140,972,391	1166.06	\$ 140,299,288	1249.36	\$ 151,571,539	1248.26	\$ 151,571,539	4835.73	\$ 584,414,758
Total Proposed Cost	1184.75	\$ 146,644,007	1186.76	\$ 144,170,424	1263.64	\$ 153,638,439	1262.46	\$ 153,228,570	4897.61	\$ 597,681,440
Cost Savings or Avoidance	-23.56	\$ (17,400,923)	-31.57	\$ (15,600,442)	-108.46	\$ (25,068,458)	-107.28	\$ (24,658,589)	-270.87	\$ (82,728,411)
Increased Revenue		\$ -		\$ -		\$ -		\$ -		\$ -
Net Cost or Benefit	-23.56	\$ (17,400,923)	-31.57	\$ (15,600,442)	-108.46	\$ (25,068,458)	-107.28	\$ (24,658,589)	-270.87	\$ (82,728,411)
Cumulative Net (Cost) or Benefit	-23.56	\$ (17,400,923)	-55.14	\$ (33,001,365)	-163.59	\$ (58,069,822)	-270.87	\$ (82,728,411)		

<b>Alternative 1:</b>										
Total Existing System Cost	22.90	\$ 3,644,088	16.90	\$ 2,970,985	16.90	\$ 2,970,985	16.90	\$ 2,970,985	73.60	\$ 12,557,044
Total Alternative Project Cost	12.70	\$ 2,714,776	20.70	\$ 2,893,808	14.28	\$ 1,964,072	14.20	\$ 1,554,203	61.88	\$ 9,126,859
Total Continuing Existing Cost	1172.05	\$ 140,972,391	1166.06	\$ 140,299,288	1249.36	\$ 151,571,539	1248.26	\$ 151,571,539	4835.73	\$ 584,414,758
Total Alternative Cost	1184.75	\$ 143,687,167	1186.76	\$ 143,193,096	1263.64	\$ 153,535,611	1262.46	\$ 153,125,742	4897.61	\$ 593,541,616
Cost Savings or Avoidance	-1161.85	\$ (140,043,079)	-1169.86	\$ (140,222,111)	-1246.74	\$ (150,564,626)	-1245.56	\$ (150,154,757)	-4824.01	\$ (580,984,573)
Increased Revenue		\$ -		\$ -		\$ -		\$ -		\$ -
Net Cost or Benefit	-1161.85	\$ (140,043,079)	-1169.86	\$ (140,222,111)	-1246.74	\$ (150,564,626)	-1245.56	\$ (150,154,757)	-4824.01	\$ (580,984,573)
Cumulative Net (Cost) or Benefit	-1161.85	\$ (140,043,079)	-2331.70	\$ (280,265,190)	-3578.44	\$ (430,829,816)	-4824.01	\$ (580,984,573)		

<b>Alternative 2:</b>										
Total Existing System Cost	22.90	\$ 3,644,088	16.90	\$ 2,970,985	16.90	\$ 2,970,985	16.90	\$ 2,970,985	73.60	\$ 12,557,044
Total Alternative Project Cost	74.00	\$ 18,644,617	74.00	\$ 10,279,392	74.00	\$ 9,535,830	74.00	\$ 9,397,720	296.00	\$ 47,857,561
Total Continuing Existing Cost	1222.53	\$ 145,965,734	1222.54	\$ 145,965,734	1254.39	\$ 149,893,588	1251.99	\$ 149,893,588	4951.44	\$ 591,718,645
Total Alternative Cost	1296.53	\$ 164,610,351	1296.54	\$ 156,245,127	1328.39	\$ 159,429,419	1325.99	\$ 159,291,309	5247.44	\$ 639,576,206
Cost Savings or Avoidance	-1273.63	\$ (160,966,263)	-1279.64	\$ (153,274,142)	-1311.49	\$ (156,458,434)	-1309.09	\$ (156,320,324)	-5173.84	\$ (627,019,162)
Increased Revenue		\$ -		\$ -		\$ -		\$ -		\$ -
Net Cost or Benefit	-1273.63	\$ (160,966,263)	-1279.64	\$ (153,274,142)	-1311.49	\$ (156,458,434)	-1309.09	\$ (156,320,324)	-5173.84	\$ (627,019,162)
Cumulative Net (Cost) or Benefit	-1273.63	\$ (160,966,263)	-2553.27	\$ (314,240,405)	-3864.75	\$ (470,698,838)	-5173.84	\$ (627,019,162)		

**PROJECT FUNDING PLAN**

Department: California Department of Corrections and Rehabilitation  
 Disability and Effective Communication Accommodation System (DECATS)

	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
<b>TOTAL PROJECT COSTS</b>	12.70	\$ 5,671,616	20.70	\$ 3,871,136	14.28	\$ 2,066,900	14.20	\$ 1,657,031	61.88	\$ 13,266,683
<b>REDIRECTED RESOURCES</b>										
Redirected Staff	0.7	\$ 89,416	0.7	\$ 89,416	0.3	\$ 35,767	0.2	\$ 25,548	1.9	\$ 240,147
Redirected Funds										
Existing System		\$ -		\$ -		\$ -		\$ -		\$ -
Other fund sources		\$ -		\$ -		\$ -		\$ -		\$ -
<b>Total Redirections</b>	0.7	\$ 89,416	0.7	\$ 89,416	0.3	\$ 35,767	0.2	\$ 25,548	1.9	\$ 240,147
<b>ADDITIONAL FUNDING</b>										
One-Time Project Costs	3.0	\$ 4,733,680	7.0	\$ 2,251,197	0.0	\$ 399,650		\$ -	10.0	\$ 7,384,527
Continuing Project Costs	9.0	\$ 848,520	13.0	\$ 1,530,523	14.0	\$ 1,631,483	14.0	\$ 1,531,483	50.0	\$ 5,542,009
<b>TOTAL NEW FUNDING</b>	12.0	\$ 5,582,200	20.0	\$ 3,781,720	14.0	\$ 2,031,133	14.0	\$ 1,531,483	60.0	\$ 12,926,536
<b>Total Project Funding</b>	12.7	\$ 5,671,616	20.7	\$ 3,871,136	14.3	\$ 2,066,900	14.2	\$ 1,657,031	61.9	\$ 13,266,683
Difference: Funding - Costs	0.0	\$ (0)	0.0	\$ 0	0.0	\$ 0	0.0	\$ 0	0.0	\$ 0
<b>TOTAL ESTIMATED SAVINGS</b>	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -
<b>NEW PROGRAM FUNDING NEEDED</b>	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -

**ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET  
(DOF Use Only)**

Department: California Department of Corrections and Rehabilitation  
Disability and Effective Communication Accommodation Tracking System (DECATS)

Annual Project Adjustments	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012		TOTALS	
	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts	PYs	Amounts
<b>One-time Costs</b>										
Previous Year's Baseline	0.0	\$ -	3.0	\$ 4,733,680	7.0	\$ 2,251,197	0.0	\$ 399,650		
Annual Augmentation	3.0	\$ 4,733,680	4.0	\$ (2,482,483)	-7.0	\$ (1,851,547)	0.0	\$ (399,650)		
<b>Total One-Time Budget Actions</b>	<b>3.0</b>	<b>\$ 4,733,680</b>	<b>7.0</b>	<b>\$ 2,251,197</b>	<b>0.0</b>	<b>\$ 399,650</b>	<b>0.0</b>	<b>\$ -</b>	<b>10.0</b>	<b>\$ 7,384,527</b>
<b>Continuing Costs</b>										
Previous Year's Baseline	0.0	\$ -	9.0	\$ 848,520	22.0	\$ 2,379,043	23.0	\$ 2,480,003		
Annual Augmentation	9.0	\$ 848,520	13.0	\$ 1,530,523	1.0	\$ 100,960	0.0	\$ (100,000)		
<b>Total Continuing Budget Actions</b>	<b>9.0</b>	<b>\$ 848,520</b>	<b>22.0</b>	<b>\$ 2,379,043</b>	<b>23.0</b>	<b>\$ 2,480,003</b>	<b>23.0</b>	<b>\$ 2,380,003</b>	<b>77.0</b>	<b>\$ 8,087,569</b>
<b>Total Annual Project Budget Augmentation</b>	<b>12.0</b>	<b>\$ 5,582,200</b>	<b>17.0</b>	<b>\$ (951,960)</b>	<b>-6.0</b>	<b>\$ (1,750,587)</b>	<b>0.0</b>	<b>\$ (499,650)</b>		

**Total Additional Project Funds Needed**

<b>87.0</b>	<b>\$ 15,472,096</b>
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**Annual Savings/Revenue Adjustments**

Cost Savings	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -		
Increased Program Revenues	0.0	\$ -	0.0	\$ -	0.0	\$ -	0.0	\$ -		

**Baseline Cost Details**

**Information Technology**

STAFF	%	#	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
			PY	Amount	PY	Amount	PY	Amount	PY	Amount
<b>SAPMS</b>		Staff								
AISA - EIS Support Staff	100%	1.0	1.00	\$ 87,703	1.00	\$ 87,703	1.00	\$ 87,703	1.00	\$ 87,703
Sr ISA - EIS Support Staff	100%	1.0	1.00	\$ 105,751	1.00	\$ 105,751	1.00	\$ 105,751	1.00	\$ 105,751
<b>Total SAPMS</b>			2.00	\$ 193,455	2.00	\$ 193,455	2.00	\$ 193,455	2.00	\$ 193,455
<b>Inmate Appeals</b>										
Associate Programmer Analyst	10%	1.0	0.10	\$ 8,770	0.10	\$ 8,770	0.10	\$ 8,770	0.10	\$ 8,770
Staff PA	10%	1.0	0.10	\$ 9,617	0.10	\$ 9,617	0.10	\$ 9,617	0.10	\$ 9,617
Senior PA Specialist	10%	1.0	0.10	\$ 10,575	0.10	\$ 10,575	0.10	\$ 10,575	0.10	\$ 10,575
<b>Total Inmate Appeals</b>			0.30	\$ 28,962	0.30	\$ 28,962	0.30	\$ 28,962	0.30	\$ 28,962
<b>EIS/DEC</b>										
SSS I (Unix Server Support)	10%	1.0	0.10	\$ 9,615	0.10	\$ 9,615	0.10	\$ 9,615	0.10	\$ 9,615
SSS I (DBA)	10%	1.0	0.10	\$ 9,615	0.10	\$ 9,615	0.10	\$ 9,615	0.10	\$ 9,615
Staff ISA (DEC)	100%	1.0	1.00	\$ 96,169	1.00	\$ 96,169	1.00	\$ 96,169	1.00	\$ 96,169
Staff Programmer Analyst Spec	100%	1.0	1.00	\$ 96,169		\$ -		\$ -		\$ -
Staff ISA (Field)	100%	10.0	10.00	\$ 961,685	10.00	\$ 961,685	10.00	\$ 961,685	10.00	\$ 961,685
Sr ISA (Sup) - EIS Support Staff	100%	1.0	1.00	\$ 111,047	1.00	\$ 111,047	1.00	\$ 111,047	1.00	\$ 111,047
SSS I (Wintel)	100%	1.0	1.00	\$ 106,317	1.00	\$ 106,317	1.00	\$ 106,317	1.00	\$ 106,317
Sr ISA (Sup) - Wintel	100%	1.0	1.00	\$ 136,900	1.00	\$ 111,047	1.00	\$ 111,047	1.00	\$ 111,047
Sr. Programmer Analyst Spec (DEC)	100%	1.0	1.00	\$ 105,751		\$ -		\$ -		\$ -
DPM III	100%	1.0	1.00	\$ 128,077		\$ -		\$ -		\$ -
Sr ISA	100%	3.0	3.00	\$ 317,254		\$ -		\$ -		\$ -
Deputy Commissioner (UPM-BPH)	10%	1.0	0.10	\$ 12,935	0.10	\$ 12,935	0.10	\$ 12,935	0.10	\$ 12,935
Facility Captain (UPM-Court Compliar	10%	1.0	0.10	\$ 14,653	0.10	\$ 14,653	0.10	\$ 14,653	0.10	\$ 14,653
Correctional Cptain ((UPM-DAI)	10%	1.0	0.10	\$ 14,653	0.10	\$ 14,653	0.10	\$ 14,653	0.10	\$ 14,653
Correctional Administrator (UPM-DAI)	10%	1.0	0.10	\$ 15,739	0.10	\$ 15,739	0.10	\$ 15,739	0.10	\$ 15,739
<b>Total EIS/DEC</b>			20.60	\$2,136,578	14.60	\$ 1,463,475	14.60	\$ 1,463,475	14.60	\$ 1,463,475
<b>GRAND TOTAL</b>			<b>22.90</b>	<b>\$2,358,995</b>	<b>16.90</b>	<b>\$ 1,685,892</b>	<b>16.90</b>	<b>\$ 1,685,892</b>	<b>16.90</b>	<b>\$ 1,685,892</b>

% = Percentage of time staff supports current system/equipment.

# of institutions =

33

### Baseline Cost Details

**Information Technology**

HARDWARE	COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>DEC</b>									
Hardware Maintenance			\$ 3,440		\$ 3,440		\$ 3,440		\$ 3,440
<i>Total DEC</i>			\$ 3,440		\$ 3,440		\$ 3,440		\$ 3,440
<b>SAPMS</b>									
Hardware/Software Maintenance			\$ 5,885		\$ 5,885		\$ 5,885		\$ 5,885
<i>Total SAPMS</i>			\$ 5,885		\$ 5,885		\$ 5,885		\$ 5,885
<b>Inmate Appeals</b>									
None			\$ -		\$ -		\$ -		\$ -
<i>Total Inmate Appeals</i>									
<b>GRAND TOTAL</b>			\$ 9,325		\$ 9,325		\$ 9,325		\$ 9,325

## Baseline Cost Details

### Information Technology

SOFTWARE	COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>DEC</b>									
Oracle Maintenance & Support			\$ 108,000		\$ 108,000		\$ 108,000		\$ 108,000
<i>Total DEC</i>			\$ 108,000		\$ 108,000		\$ 108,000		\$ 108,000
<b>GRAND TOTAL</b>			<b>\$ 108,000</b>		<b>\$ 108,000</b>		<b>\$ 108,000</b>		<b>\$ 108,000</b>

DATA CENTER SERVICES	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>TOTAL</b>									

CONTRACT SERVICES	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>SAPMS</b>									
Vendor Maintenance	\$ 405,000	1	\$ 405,000	1	\$ 405,000	1	\$ 405,000	1	\$ 405,000
<i>Total SAPMS</i>									
<b>DEC</b>									
DBA Contractor	\$200,000	1	\$ 200,000	1	\$ 200,000	1	\$ 200,000	1	\$ 200,000
<i>Total DEC</i>									
<b>TOTAL</b>			<b>\$ 605,000</b>		<b>\$ 605,000</b>		<b>\$ 605,000</b>		<b>\$ 605,000</b>

OTHER	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>DEC</b>									
Oracle software training			\$ 9,000		\$ 9,000		\$ 9,000		\$ 9,000
On-going travel, training, overtime			\$ 94,000		\$ 94,000		\$ 94,000		\$ 94,000
EIS Tech Costs			\$ 372,360		\$ 372,360		\$ 372,360		\$ 372,360
<b>TOTAL DEC</b>			<b>\$ 475,360</b>		<b>\$ 475,360</b>		<b>\$ 475,360</b>		<b>\$ 475,360</b>
<b>SAPMS</b>									
Travel and Overtime			\$ 58,500		\$ 58,500		\$ 58,500		\$ 58,500
AT&T T1 Circuit	\$ 9,636	3	\$ 28,908	3	\$ 28,908	3	\$ 28,908	3	\$ 28,908
<b>TOTAL SAPMS</b>			<b>\$ 87,408</b>		<b>\$ 87,408</b>		<b>\$ 87,408</b>		<b>\$ 87,408</b>
<b>GRAND TOTAL</b>			<b>\$ 562,768</b>		<b>\$ 562,768</b>		<b>\$ 562,768</b>		<b>\$ 562,768</b>

## Proposed Details - One Time Costs

One-time:

HARDWARE	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
<b>DECATS Hardware Solution</b>									
Web/Application Servers	\$ 10,000	2	\$ 20,000						
External Web Servers	\$ 10,000	2	\$ 20,000						
Report Servers	\$ 8,000	2	\$ 16,000						
Disk Array	\$ 200,000	1	\$ 200,000						
Computer Workstations for Clark OT	\$ 1,200	33	\$ 39,600						
PDU (power distrib. Unit)	\$ 250	2	\$ 500		\$ -		\$ -		\$ -
Power Whips	\$ 2,500	4	\$ 10,000		\$ -		\$ -		\$ -
<i>Total DECATS H/W Solution</i>			\$ 306,100		\$ -		\$ -		\$ -
<b>Appeals Tracking System</b>									
Test Environment Server	\$ 15,000	1	\$ 15,000		\$ -		\$ -		\$ -
<i>Total Appeals Tracking</i>			\$ 15,000		\$ -		\$ -		\$ -
<b>Inmate Appeals Scanning</b>									
Desktop Scanners	\$ 3,000	45	\$ 135,000				\$ -		\$ -
Desktop Computers (run scanners)	\$ 1,200	40	\$ 48,000						
High capacity Printers	\$ 1,500	40	\$ 60,000						
Switch Hardware	\$ 80,000	1	\$ 80,000						
<i>Total Inmate Appeals Scanning</i>			\$ 323,000						
<b>Rev Pkt Scanning System</b>									
Desktop Scanners	\$ 3,000	168	\$ 504,000				\$ -		\$ -
Desktop Computers (run scanners)	\$ 1,200	147	\$ 176,400						
High capacity Printers	\$ 1,500	66	\$ 99,000						
Switch Hardware	\$ 80,000	1	\$ 80,000						
<i>Total Rev Packet Scanning</i>			\$ 859,400						
<b>GRAND TOTAL Hardware</b>			<b>\$ 1,503,500</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>

**Proposed Details - One Time Costs**

<b>SOFTWARE</b>	<b>UNIT COST</b>	<b>FY</b>	<b>2008/2009</b>	<b>FY</b>	<b>2009/2010</b>	<b>FY</b>	<b>2010/2011</b>	<b>FY</b>	<b>2011/2012</b>
		<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>
<b>DECATS Solution</b>									
Windows 03 Server Licenses	\$ 3,000	6	\$ 18,000		\$ -		\$ -		\$ -
DECATS Software Compliment	\$ 1,252	73	\$ 91,396						
DECATS Software Compliment- Rev I	\$ 1,252	147	\$ 184,044						
Oracle Licenses	\$ 100,000	1	\$ 100,000		\$ -		\$ -		\$ -
<i>Subtotal DECATS Solution</i>			\$ 393,440		\$ -		\$ -		\$ -
<b>OBIS S/W Lic. Costs</b>									
Software Licensing Unit costs	\$ 2,100	2	\$ 4,200						
<i>Subtotal OBIS</i>			\$ 4,200		\$ -		\$ -		\$ -
<b>Inmate Appeals Scanning Licensing</b>									
Software Licensing	\$ 78,000	1	\$ 78,000						
<i>Subtotal Inmate Appeals Scanning</i>			\$ 78,000		\$ -		\$ -		\$ -
<b>Appeals Tracking System</b>									
Visual Studio 2005 Licenses	\$ 1,600	2	\$ 3,200		\$ -		\$ -		\$ -
MS SQL Server Licenses	\$ 42,000	1	\$ 42,000						
<i>Subtotal Appeals</i>			\$ 45,200		\$ -		\$ -		\$ -
<b>VPN License Costs</b>									
Software Licensing Unit costs	\$ 10,000	1	\$ 10,000						
<i>Subtotal VPN</i>			\$ 10,000		\$ -		\$ -		\$ -
<b>GRAND TOTAL SOFTWARE</b>			<b>\$ 530,840</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
<b>TELECOMMUNICATIONS</b>									
		<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>
<b>Network Drops</b>									
			0 \$ -						
<b>GRAND TOTAL</b>			<b>0 \$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>

**Proposed Details - One Time Costs**

CONTRACT SERVICES	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	TOTAL	#	TOTAL	#	TOTAL	#	TOTAL
<b>Solution Development and Implementation</b>									
Project Integration Consultant			\$ 400,000		\$ 400,000		\$ 200,000		
SAPMS			\$ 250,000		\$ 250,000		\$ 50,000		
Inmate Appeals			\$ 82,500		\$ 49,500				
Scanning			\$ 450,000		\$ 100,000		\$ 50,000		
DECATS			\$ 500,000		\$ 300,000		\$ 50,000		
Total Software Customization			\$ 1,682,500		\$ 1,099,500		\$ 350,000		\$ -
<b>Project Management</b>									
Included in above costs									
Total Project Management			\$ -		\$ -		\$ -		\$ -
<b>IPOC</b>									
IPOC Consultant	\$ 150	1,190	\$ 178,560	1,190	\$ 178,560	199	\$ 29,790		\$ -
Total IPOC			\$ 178,560		\$ 178,560		\$ 29,790		\$ -
<b>IV&amp;V</b>									
IV&V Consultant	\$ 150	794	\$ 119,040	794	\$ 119,040	132	\$ 19,860		
Total IV&V			\$ 119,040		\$ 119,040		\$ 19,860		\$ -
<b>Other</b>									
Infrastructure Design	\$ 150,000	1.00	\$ 150,000		\$ 150,000				
Total Infrastructure Design			\$ 150,000		\$ 150,000		\$ -		\$ -
<b>Other- Electrician</b>									
Electrical Contractor	\$ 250	20	\$ 5,000						
Total Other Electrician			\$ 5,000		\$ -				\$ -
<b>Other- DGS Proc. Consulting</b>									
DGS procurement consulting fees	\$ 35,000		\$ 35,000						
Total DGS Other			\$ 35,000		\$ -		\$ -		\$ -
<b>Other- EIS Security Unit</b>									
OBIS Login and Access Design			\$ 100,000						
Total EIS Security Unit			\$ 100,000		\$ -		\$ -		\$ -

### Proposed Details - One Time Costs

Total All Other Contracts			\$ 290,000		\$ 150,000		\$ -		\$ -
									\$ -
<b>OTHER</b>	<b>UNIT COST</b>	<b>FY</b>	<b>2008/2009</b>	<b>FY</b>	<b>2009/2010</b>	<b>FY</b>	<b>2010/2011</b>	<b>FY</b>	<b>2011/2012</b>
		<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>	<b>#</b>	<b>TOTAL</b>
<b>OEE for New Positions</b>									
OE&E for 15 additional new EIS pos.	\$ 5,545	15	\$ 83,175						
Total OE&E			\$ 83,175				\$ -		\$ -
<b>Infrastructure Services</b>									
Training & Travel for 3 SSS I (DBA, Security and Unix Server units)	\$ 7,000	3.0	\$ 21,000						
Overtime (UNIX, DBA, Security)	\$ 2,500	3.0	\$ 7,500						
Travel & OT for Network (Equip)	\$ 2,500	3.0	\$ 7,500		\$ -		\$ -		\$ -
Total Infrastructure Services			\$ 36,000				\$ -		\$ -
<b>DEC</b>									
Training			\$ 17,500						
Overtime			\$ 15,000						
Travel			\$ 2,000						
Total DEC			\$ 34,500				\$ -		\$ -
<b>Information Security Office (ISO)</b>									
None									
<b>Inmate Appeals</b>									
Training - Visual Studio	\$ 2,400	3	\$ 7,200		\$ -		\$ -		\$ -
Training - MS SQL Sever Database	\$ 4,800	2	\$ 9,600		\$ -		\$ -		\$ -
Total Inmate Appeals			\$ 16,800				\$ -		\$ -
<b>Grand TOTAL All Other</b>			<b>\$ 170,475</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>

## Baseline Cost Details

### Program Costs

STAFF	%	# of STAFF	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
			PY	Amount	PY	Amount	PY	Amount	PY	Amount
<b>SAPMS</b>										
Correctional Plant Manager II	100%	1	1.00	\$ 104,517	1.00	\$ 104,517	1.00	\$ 104,517	1.00	\$ 104,517
SSM III- HQ - OFM	20%	1	0.20	\$ 23,774	0.20	\$ 23,774	0.20	\$ 23,774	0.20	\$ 23,774
AGPA	100%	38	38.00	\$ 3,089,336	38.00	\$ 3,089,336	38.00	\$ 3,089,336	38.00	\$ 3,089,336
<i>Total SAPMS</i>			39.20	\$ 3,217,627	39.20	\$ 3,217,627	39.20	\$ 3,217,627	39.20	\$ 3,217,627
<b>Clark</b>										
Chief Psychologist	5%	1	0.05	\$ 9,191	0.05	\$ 9,191	0.05	\$ 9,191	0.05	\$ 9,191
Sr. Psychologist Sup CF	100%	1	1.00	\$ 159,623	1.00	\$ 159,623	1.00	\$ 159,623	1.00	\$ 159,623
Staff Psychologist CF	100%	30.25	30.25	\$ 2,929,715	30.25	\$ 2,929,715	30.25	\$ 2,929,715	30.25	\$ 2,929,715
Recreational Therapist, CF	100%	3	3.00	\$ 305,727	3.00	\$ 305,727	3.00	\$ 305,727	3.00	\$ 305,727
Medical Records Director	5%	1	0.05	\$ 4,127	0.05	\$ 4,127	0.05	\$ 4,127	0.05	\$ 4,127
Office Technician Typing	100%	18.8	18.80	\$ 932,912	18.80	\$ 932,912	18.80	\$ 932,912	18.80	\$ 932,912
Office Assistant	100%	12	12.00	\$ 515,412	12.00	\$ 515,412	12.00	\$ 515,412	12.00	\$ 515,412
<i>Total Clark</i>			65.15	\$ 4,856,708	65.15	\$ 4,856,708	65.15	\$ 4,856,708	65.15	\$ 4,856,708
<b>Office of Court Compliance</b>										
C.E.A.	20%	1	0.20	\$ 32,616	0.20	\$ 32,616	0.20	\$ 32,616	0.20	\$ 32,616
Correctional Counselor II	100%	13	13.00	\$ 1,764,849	13.00	\$ 1,764,849	13.00	\$ 1,764,849	13.00	\$ 1,764,849
Facility Captain	100%	2	2.00	\$ 293,054	2.00	\$ 293,054	2.00	\$ 293,054	2.00	\$ 293,054
Assoc Chief Dep Commissioner	100%	1	1.00	\$ 135,692	1.00	\$ 135,692	1.00	\$ 135,692	1.00	\$ 135,692
AGPA	100%	2	2.00	\$ 162,597	2.00	\$ 162,597	2.00	\$ 162,597	2.00	\$ 162,597
Office Technician - Typing	100%	1	1.00	\$ 49,623	1.00	\$ 49,623	1.00	\$ 49,623	1.00	\$ 49,623
Staff Services Analyst	100%	5	5.00	\$ 337,937	5.00	\$ 337,937	5.00	\$ 337,937	5.00	\$ 337,937
Deputy Commissioner	100%	2	2.00	\$ 258,707	2.00	\$ 258,707	2.00	\$ 258,707	2.00	\$ 258,707
Staff Services Manager I	100%	1	1.00	\$ 93,458	1.00	\$ 93,458	1.00	\$ 93,458	1.00	\$ 93,458
Assist. General Counsel	20%	1	0.20	\$ 23,644	0.20	\$ 23,644	0.20	\$ 23,644	0.20	\$ 23,644
Management Services Tech	20%	1	0.20	\$ 10,413	0.20	\$ 10,413	0.20	\$ 10,413	0.20	\$ 10,413
Executive Assistant	20%	1	0.20	\$ 12,150	0.20	\$ 12,150	0.20	\$ 12,150	0.20	\$ 12,150
Parole Agent II (Spec)	100%	3	3.00	\$ 394,583	3.00	\$ 394,583	3.00	\$ 394,583	3.00	\$ 394,583
<i>Total OCC</i>			30.80	\$ 3,569,322	30.80	\$ 3,569,322	30.80	\$ 3,569,322	30.80	\$ 3,569,322
<b>Inmate Appeals Statewide</b>										
Correctional Administrator HQ	6%	1	0.06	\$ 9,443	0.06	\$ 9,443	0.06	\$ 9,443	0.06	\$ 9,443
Facility Captain HQ	6%	1	0.06	\$ 8,792	0.06	\$ 8,792	0.06	\$ 8,792	0.06	\$ 8,792

### Baseline Cost Details

Staff Services Manager I HQ	6%	1	0.06	\$ 5,607	0.06	\$ 5,607	0.06	\$ 5,607	0.06	\$ 5,607
AGPA HQ	6%	2	0.12	\$ 9,756	0.12	\$ 9,756	0.12	\$ 9,756	0.12	\$ 9,756
Office Technician Typing HQ	6%	2	0.12	\$ 5,955	0.12	\$ 5,955	0.12	\$ 5,955	0.12	\$ 5,955
Office Assistant HQ	6%	1	0.06	\$ 2,577	0.06	\$ 2,577	0.06	\$ 2,577	0.06	\$ 2,577
Correctional Counselor II	20%	37	7.40	\$ 1,004,606	7.40	\$ 1,004,606	7.40	\$ 1,004,606	7.40	\$ 1,004,606
Office Technician Typing (field)	20%	37	7.40	\$ 367,210	7.40	\$ 367,210	7.40	\$ 367,210	7.40	\$ 367,210
<b>Total Inmate Appeals</b>			15.28	\$ 1,413,947	15.28	\$ 1,413,947	15.28	\$ 1,413,947	15.28	\$ 1,413,947
<b>Parole Statewide</b>										
PA III (Supv Notice Agent)	20%	9	1.80	\$ 254,231	1.80	\$ 254,231	1.80	\$ 254,231	1.80	\$ 254,231
PA II (Atascadero State Hosp)	10%	1	0.10	\$ 13,153	0.10	\$ 13,153	0.10	\$ 13,153	0.10	\$ 13,153
PA I (Notice Agent)	20%	111	22.20	\$ 2,602,699	22.20	\$ 2,602,699	22.20	\$ 2,602,699	22.20	\$ 2,602,699
PA I (Patton State Hosp)	10%	1	0.10	\$ 11,724	0.10	\$ 11,724	0.10	\$ 11,724	0.10	\$ 11,724
<b>Total Parole</b>			24.20	\$ 2,881,807	24.20	\$ 2,881,807	24.20	\$ 2,881,807	24.20	\$ 2,881,807
<b>DAI (Due Process)</b>										
Correctional Lieutenant	100%	33.88	33.88	\$ 4,056,028	33.88	\$ 4,056,028	33.88	\$ 4,056,028	33.88	\$ 4,056,028
Facility Captain	100%	4.84	4.84	\$ 709,192	4.84	\$ 709,192	4.84	\$ 709,192	4.84	\$ 709,192
Correctional Officer	100%	42.11	42.11	\$ 3,799,413	42.11	\$ 3,799,413	42.11	\$ 3,799,413	42.11	\$ 3,799,413
Correctional Administrator	100%	14.52	14.52	\$ 2,285,300	14.52	\$ 2,285,300	14.52	\$ 2,285,300	14.52	\$ 2,285,300
Office Assistant	100%	19.36	19.36	\$ 831,531	19.36	\$ 831,531	19.36	\$ 831,531	19.36	\$ 831,531
<b>Total DAI Due Process</b>			114.71	\$ 11,681,464	114.71	\$ 11,681,464	114.71	\$ 11,681,464	114.71	\$ 11,681,464
<b>DAI (Bed Moves w/in Instit.)</b>										
Correctional Sergeant			89.64	\$ 9,530,108	89.64	\$ 9,530,108	89.64	\$ 9,530,108	89.64	\$ 9,530,108
Correctional Sergeant			29.88	\$ 3,176,703	29.88	\$ 3,176,703	29.88	\$ 3,176,703	29.88	\$ 3,176,703
Correctional Sergeant			179.28	\$ 19,060,217	179.28	\$ 19,060,217	179.28	\$ 19,060,217	179.28	\$ 19,060,217
Correctional Lieutenant			268.92	\$ 32,193,975	268.92	\$ 32,193,975	268.92	\$ 32,193,975	268.92	\$ 32,193,975
Correctional Officer			59.76	\$ 5,391,825	59.76	\$ 5,391,825	59.76	\$ 5,391,825	59.76	\$ 5,391,825
Facility Captain			119.52	\$ 17,512,689	119.52	\$ 17,512,689	119.52	\$ 17,512,689	119.52	\$ 17,512,689
<b>Total DAI Bed Moves</b>			746.99	\$ 86,865,518	746.99	\$ 86,865,518	746.99	\$ 86,865,518	746.99	\$ 86,865,518
<b>DAI/Classif Serv Unit (CSU)</b>										
Correctional Counselor III	5%	1	0.05	\$ 6,845	0.05	\$ 6,845	0.05	\$ 6,845	0.05	\$ 6,845
Correctional Counselor II (Sup)	5%	1	0.05	\$ 6,733	0.05	\$ 6,733	0.05	\$ 6,733	0.05	\$ 6,733
Correctional Counselor I	1%	4.5	0.05	\$ 4,613	0.05	\$ 4,613	0.05	\$ 4,613	0.05	\$ 4,613
Correctional Counselor II (Sup)	20%	0.3	0.06	\$ 8,080	0.06	\$ 8,080	0.06	\$ 8,080	0.06	\$ 8,080
<b>Total DAI/Classif Ser Unit (CSU)</b>			0.21	\$ 26,271	0.21	\$ 26,271	0.21	\$ 26,271	0.21	\$ 26,271
<b>DAI/(Intake Housing Process)</b>										
Correctional Lieutenant			36.91	\$ 4,418,381	36.91	\$ 4,418,381	36.91	\$ 4,418,381	36.91	\$ 4,418,381

### Baseline Cost Details

<i>Correctional Sergeant</i>			9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952
<i>Correctional Sergeant</i>			1.85	\$ 196,190	1.85	\$ 196,190	1.85	\$ 196,190	1.85	\$ 196,190
<i>Correctional Sergeant</i>			9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952
<i>Correctional Officer</i>			18.45	\$ 1,664,972	18.45	\$ 1,664,972	18.45	\$ 1,664,972	18.45	\$ 1,664,972
<i>Total DAI Intake Housing Process</i>			75.66	\$ 8,241,447	75.66	\$ 8,241,447	75.66	\$ 8,241,447	75.66	\$ 8,241,447
<b>DAI/Transportation Unit</b>										
<i>Correctional Officer (max Sal)</i>	100%	1.34	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903
<i>Total DAI Transportation</i>			1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903
<b>BPH</b>										
<i>Deputy Commissioner</i>	10%	12	1.20	\$ 155,224	1.20	\$ 155,224	1.20	\$ 155,224	1.20	\$ 155,224
<i>Deputy Commissioner</i>	10%	90	9.00	\$ 1,164,181	9.00	\$ 1,164,181	9.00	\$ 1,164,181	9.00	\$ 1,164,181
<i>Program Tech III</i>	10%	40	4.00	\$ 218,141	4.00	\$ 218,141	4.00	\$ 218,141	4.00	\$ 218,141
<i>AGPA</i>	5%	6	0.30	\$ 24,389	0.30	\$ 24,389	0.30	\$ 24,389	0.30	\$ 24,389
<i>Correctional Counselor I</i>	20%	40	8.00	\$ 820,011	8.00	\$ 820,011	8.00	\$ 820,011	8.00	\$ 820,011
<i>Associate Chief DC</i>	5%	6	0.30	\$ 40,708	0.30	\$ 40,708	0.30	\$ 40,708	0.30	\$ 40,708
<i>Correctional Counselor II</i>	10%	6	0.60	\$ 81,455	0.60	\$ 81,455	0.60	\$ 81,455	0.60	\$ 81,455
<i>Correctional Counselor I</i>	5%	5	0.25	\$ 25,625	0.25	\$ 25,625	0.25	\$ 25,625	0.25	\$ 25,625
<i>Total BPH</i>			23.65	\$ 2,529,734	23.65	\$ 2,529,734	23.65	\$ 2,529,734	23.65	\$ 2,529,734
<b>Div of Addiction&amp;Recov. Svs</b>										
<i>PA III</i>	40%	1	0.40	\$ 56,496	0.40	\$ 56,496	0.40	\$ 56,496	0.40	\$ 56,496
<i>Total DARS</i>			0.40	\$ 56,496	0.40	\$ 56,496	0.40	\$ 56,496	0.40	\$ 56,496
<b>HCSD - Mental Health</b>										
<i>No Baseline Costs per HCSD</i>										
<b>Office of Legal Affairs (OLA)</b>										
<i>Staff Counsel I</i>	10%	6	0.60	\$ 70,932	0.60	\$ 70,932	0.60	\$ 70,932	0.60	\$ 70,932
<i>Staff Counsel I</i>	5%	2	0.10	\$ 11,822	0.10	\$ 11,822	0.10	\$ 11,822	0.10	\$ 11,822
<i>Total OLA</i>			0.70	\$ 82,754	0.70	\$ 82,754	0.70	\$ 82,754	0.70	\$ 82,754
<b>GRAND TOTAL</b>			<b>1138.28</b>	<b>\$ 125,543,996</b>						

OTHER	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount
<b>SAPMS 12/27/07 Update</b>									
<i>Travel/Overtime</i>			\$ 55,000		\$ 55,000		\$ 55,000		\$ 55,000
<b>TOTAL</b>			<b>\$ 55,000</b>		<b>\$ 55,000</b>		<b>\$ 55,000</b>		<b>\$ 55,000</b>

## Proposed Details - Information Technology Staff

### Information Technology Costs

One-time:

STAFF	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
	PY	Amount	PY	Amount	PY	Amount	PY	Amount
<b>New DECATS System</b>								
DPM III - TPM		\$ -	1.00	\$ 128,077		\$ -		\$ -
Senior ISA* DECATS Business (2), Controller (1)		\$ -	3.00	\$ 317,254		\$ -		\$ -
SISA - PMO	1.00	\$ 96,169	1.00	\$ 96,169		\$ -		\$ -
AGPA - PPSS- Fiscal/Recruit.	2.00	\$ 162,597	2.00	\$ 162,597		\$ -		\$ -
Redirected from DAI for UPM	0.35	\$ 41,901	0.35	\$ 41,901	0.06	\$ 7,183		
Redirected from OCC for UPM	0.35	\$ 47,515	0.35	\$ 47,515	0.06	\$ 8,145		
<b>TOTAL</b>	<b>3.70</b>	<b>\$ 348,181</b>	<b>7.70</b>	<b>\$ 793,512</b>	<b>0.12</b>	<b>\$ 15,329</b>		<b>\$ -</b>

## Proposed Details - Information Technology Staff

### Information Technology Costs

On-going: *August 2010 implementation*

STAFF	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
	PY	Amount	PY	Amount	PY	Amount	PY	Amount
<b>New DECATS System</b>								
AISA - Operations	2.00	\$ 175,407	2.00	\$ 175,407	2.00	\$ 175,407	2.00	\$ 175,407
SISA - Operations	2.00	\$ 192,337	2.00	\$ 192,337	2.00	\$ 192,337	2.00	\$ 192,337
SSSI - Operations	2.00	\$ 192,304	2.00	\$ 192,304	2.00	\$ 192,304	2.00	\$ 192,304
SSSI - Database	0.50	\$ 48,076	1.00	\$ 96,152	1.00	\$ 96,152	1.00	\$ 96,152
SSSI - Unix Admin	0.50	\$ 48,076	1.00	\$ 96,152	1.00	\$ 96,152	1.00	\$ 96,152
SSSI - Security Administration	1.00	\$ 96,152	1.00	\$ 96,152	1.00	\$ 96,152	1.00	\$ 96,152
SISA - ISO	1.00	\$ 96,169	1.00	\$ 96,169	1.00	\$ 96,169	1.00	\$ 96,169
Staff PA Spec (backendfrontend)*	0.00	\$ -	1.50	\$ 144,253	2.00	\$ 192,337	2.00	\$ 192,337
Senior PA (Spec)	0.00	\$ -	1.50	\$ 158,627	2.00	\$ 211,502	2.00	\$ 211,502
Redirected from DAI for UPM	0.00	\$ -	0.00	\$ -	0.08	\$ 9,577	0.10	\$ 11,972
Redirected from OCC for UPM	0.00	\$ -	0.00	\$ -	0.08	\$ 10,861	0.10	\$ 13,576
<b>TOTAL</b>	<b>9.00</b>	<b>\$848,520</b>	<b>13.00</b>	<b>\$1,247,551</b>	<b>14.16</b>	<b>\$1,368,949</b>	<b>14.20</b>	<b>\$1,374,059</b>

## Proposed Details - Continuing Costs

*Continuing:*

HARDWARE	UNIT COST	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
		# TOTAL	# TOTAL	# TOTAL	# TOTAL

## Proposed Details - Continuing Costs

<b>DECATS Solution</b>						
Web and Reports Servers Maintenance	\$ 39,072			1 \$ 39,072	1 \$ 39,072	1 \$ 39,072
DB Servers Maintenance	\$ 67,200	0 \$ -		1 \$ 67,200	1 \$ 67,200	1 \$ 67,200
<i>Total DECATS Solution</i>		\$ -		\$ 106,272	\$ 106,272	\$ 106,272
<b>Inmate Appeals System</b>						
Test Environment Server Maintenance	\$ 3,750	0 \$ -		1 \$ 3,750	1 \$ 3,750	1 \$ 3,750
<i>Total Inmate Appeals System</i>		\$ -		\$ 3,750	\$ 3,750	\$ 3,750
<b>GRAND TOTAL</b>		\$ -		<b>\$110,022</b>	<b>\$110,022</b>	<b>\$110,022</b>

<b>SOFTWARE</b>	<b>UNIT COST</b>	<b>FY 2008/2009</b>	<b>FY 2009/2010</b>	<b>FY 2010/2011</b>	<b>FY 2011/2012</b>
		<b># TOTAL</b>	<b># TOTAL</b>	<b># TOTAL</b>	<b># TOTAL</b>
<b>DECATS</b>					
Oracle Software Licenses	\$ 100,000	\$ -	1 \$ 100,000	1 \$ 100,000	1 \$ 100,000
<i>Total DECATS</i>		\$ -	\$ 100,000	\$ 100,000	\$ 100,000
<b>OBIS S/W Continuing Costs</b>					
Software Licensing Unit costs	\$ 2,100		2 \$ 4,200	2 \$ 4,200	2 \$ 4,200
<i>Total OBIS S/W</i>		\$ -	\$ 4,200	\$ 4,200	\$ 4,200
<b>Appeals Tracking System</b>					
Software Maintenance	\$ 3,250	\$ -	1 \$ 3,250	1 \$ 3,250	1 \$ 3,250
<i>Total Appeals Tracking System</i>		\$ -	\$ 3,250	\$ 3,250	\$ 3,250
<b>GRAND TOTAL</b>		\$ -	<b>\$ 107,450</b>	<b>\$ 107,450</b>	<b>\$ 107,450</b>

<b>TELECOMMUNICATIONS</b>	<b>UNIT COST</b>	<b>FY 2008/2009</b>	<b>FY 2009/2010</b>	<b>FY 2010/2011</b>	<b>FY 2011/2012</b>
		<b># Amount</b>	<b># Amount</b>	<b># Amount</b>	<b># Amount</b>
		\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ -

<b>DATA CENTER SERVICES</b>	<b>UNIT COST</b>	<b>FY 2008/2009</b>	<b>FY 2009/2010</b>	<b>FY 2010/2011</b>	<b>FY 2011/2012</b>
		<b># Amount</b>	<b># Amount</b>	<b># Amount</b>	<b># Amount</b>
		\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>		\$ -	\$ -	\$ -	\$ -

## Proposed Details - Continuing Costs

<b>CONTRACT SERVICES</b>	<b>UNIT COST</b>	<b>FY</b>	<b>2008/2009</b>	<b>FY</b>	<b>2009/2010</b>	<b>FY</b>	<b>2010/2011</b>	<b>FY</b>	<b>2011/2012</b>
		<b>#</b>	<b>Amount</b>	<b>#</b>	<b>Amount</b>	<b>#</b>	<b>Amount</b>	<b>#</b>	<b>Amount</b>
			\$ -		\$ -		\$ -		\$ -
<b>GRAND TOTAL ALL CONTRACTS</b>			<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
<b>OTHER</b>	<b>UNIT COST</b>	<b>FY</b>	<b>2008/2009</b>	<b>FY</b>	<b>2009/2010</b>	<b>FY</b>	<b>2010/2011</b>	<b>FY</b>	<b>2011/2012</b>
<b>DECATS</b>									
Training					\$ 17,500		\$ 17,500		\$ 17,500
Travel					\$ 2,000		\$ 2,000		\$ 2,000
Overtime					\$ 5,000		\$ 5,000		\$ 5,000
<i>TOTAL DECATS</i>			<b>\$ -</b>		<b>\$ 24,500</b>		<b>\$ 24,500</b>		<b>\$ 24,500</b>
<b>Infrastructure Services</b>									
Training & Travel for 2 SSS I (DBA, and UNIX Server units)	\$ 7,000			2.0	\$ 14,000	2.0	\$ 14,000	2.0	\$ 14,000
Overtime (DBA & UNIX)	\$ 2,500			2.0	\$ 5,000	2.0	\$ 5,000	2.0	\$ 5,000
Travel & OT for Network (Equip)	\$ 2,500			2.0	\$ 5,000	2.0	\$ 5,000	2.0	\$ 5,000
<i>TOTAL Infrastructure Services</i>			<b>\$ -</b>		<b>\$ 24,000</b>		<b>\$ 24,000</b>		<b>\$ 24,000</b>
<b>Information Security Office (ISO)</b>									
Training	2,000			1.0	\$ 2,000	1.0	\$ 2,000	1.0	\$ 2,000
Travel	10,000			1.0	\$ 10,000	1.0	\$ 10,000	1.0	\$ 10,000
<i>TOTAL ISO</i>			<b>\$ -</b>		<b>\$ 12,000</b>		<b>\$ 12,000</b>		<b>\$ 12,000</b>
<b>SAPMS</b>									
Overtime	\$ 2,500		\$ -	1	\$ 2,500	1	\$ 2,500	1	\$ 2,500
Travel	\$ 2,500		\$ -	1	\$ 2,500	1	\$ 2,500	1	\$ 2,500
<i>TOTAL SAPMS</i>			<b>\$ -</b>		<b>\$ 5,000</b>		<b>\$ 5,000</b>		<b>\$ 5,000</b>
<b>GRAND TOTAL OTHER</b>			<b>\$ -</b>		<b>\$ 65,500</b>		<b>\$ 65,500</b>		<b>\$ 65,500</b>

## Proposed Details - Continuing Existing

### Program Costs

STAFF	%	# of STAFF	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
			PY	Amount	PY	Amount	PY	Amount	PY	Amount
<b>SAPMS</b>										
Correctional Plant Manager II	100%	1	1.00	\$ 104,517	1.00	\$ 104,517	1.00	\$ 104,517	1.00	\$ 104,517
SSM III- HQ - OFM	20%	1	0.20	\$ 23,774	0.20	\$ 23,774	0.20	\$ 23,774	0.20	\$ 23,774
AGPA	100%	38	38.00	\$ 3,089,336	38.00	\$ 3,089,336	38.00	\$ 3,089,336	38.00	\$ 3,089,336
<i>Total SAPMS</i>			39.20	\$ 3,217,627	39.20	\$ 3,217,627	39.20	\$ 3,217,627	39.20	\$ 3,217,627
<b>Clark</b>										
Chief Psychologist CF	5%	1	0.05	\$ 9,191	0.05	\$ 9,191	0.05	\$ 9,191	0.05	\$ 9,191
Sr. Psychologist Sup CF	100%	1	1.00	\$ 159,623	1.00	\$ 159,623	1.00	\$ 159,623	1.00	\$ 159,623
Staff Psychologist CF	100%	30.25	30.25	\$ 2,929,715	30.25	\$ 2,929,715	45.30	\$ 4,387,309	45.30	\$ 4,387,309
Recreational Therapist, CF	100%	3	3.00	\$ 305,727	3.00	\$ 305,727	3.00	\$ 305,727	3.00	\$ 305,727
Medical Records Director	5%	1	0.05	\$ 4,127	0.05	\$ 4,127	0.05	\$ 4,127	0.05	\$ 4,127
Office Technician Typing	100%	18.8	18.80	\$ 932,912	18.80	\$ 932,912	22.00	\$ 1,091,706	22.00	\$ 1,091,706
Office Assistant	100%	12	12.00	\$ 515,412	12.00	\$ 515,412	12.00	\$ 515,412	12.00	\$ 515,412
<i>Total Clark</i>			65.15	\$ 4,856,708	65.15	\$ 4,856,708	83.40	\$ 6,473,095	83.40	\$ 6,473,095
<b>Office of Court Compliance</b>										
CEA	20%	1	0.20	\$ 32,616	0.20	\$ 32,616	0.10	\$ 16,308	0.10	\$ 16,308
Correctional Counselor II?	100%	13	13.00	\$ 1,764,849	13.00	\$ 1,764,849	1.30	\$ 176,485	1.30	\$ 176,485
Facility Captain	100%	2	2.00	\$ 293,054	2.00	\$ 293,054	0.20	\$ 29,305	0.20	\$ 29,305
Staff Counsel	100%	6	6.00	\$ 709,317	6.00	\$ 709,317	0.60	\$ 70,932	0.60	\$ 70,932
Assoc Chief Dep Commissioner	100%	1	1.00	\$ 135,692	1.00	\$ 135,692	0.10	\$ 13,569	0.10	\$ 13,569
AGPA	100%	2	2.00	\$ 162,597	2.00	\$ 162,597	0.40	\$ 32,519	0.40	\$ 32,519
Office Technician - Typing	100%	1	1.00	\$ 49,623	1.00	\$ 49,623	0.20	\$ 9,925	0.20	\$ 9,925
Staff Services Analyst	100%	5	5.00	\$ 337,937	5.00	\$ 337,937	1.00	\$ 67,587	1.00	\$ 67,587
Deputy Commissioner	100%	2	2.00	\$ 258,707	2.00	\$ 258,707	0.20	\$ 25,871	0.20	\$ 25,871
Staff Services Manager I	100%	1	1.00	\$ 93,458	1.00	\$ 93,458	0.20	\$ 18,692	0.20	\$ 18,692
Assist. General Counsel	20%	1	0.20	\$ 23,644	0.20	\$ 23,644	0.10	\$ 11,822	0.10	\$ 11,822
Mgmt. Services Tech.	20%	1	0.20	\$ 10,413	0.20	\$ 10,413	0.20	\$ 10,413	0.20	\$ 10,413
Executive Assistant	20%	1	0.20	\$ 12,150	0.20	\$ 12,150	0.20	\$ 12,150	0.20	\$ 12,150
Parole Agent II (Spec)	100%	3	3.00	\$ 394,583	3.00	\$ 394,583	0.30	\$ 39,458	0.30	\$ 39,458
CEA III (new)		2	0.40	\$ 65,232	0.40	\$ 65,232	0.20	\$ 32,616	0.20	\$ 32,616
Assoc Chief Dep Comm. (new)		1	1.00	\$ 135,692	1.00	\$ 135,692	0.10	\$ 13,569	0.10	\$ 13,569
Parole Agent III (new)		1	1.00	\$ 141,240	1.00	\$ 141,240	0.10	\$ 14,124	0.10	\$ 14,124

### Proposed Details - Continuing Existing

Deputy Commissioner (new)		17	17.00 \$	2,199,008	17.00 \$	2,199,008	1.70 \$	219,901	1.70 \$	219,901
Parole Agent II (Spec) (new)		10	10.00 \$	1,315,276	10.00 \$	1,315,276	1.00 \$	131,528	1.00 \$	131,528
Staff Services Analyst (new)		4	1.00 \$	67,587	1.00 \$	67,587	0.80 \$	54,070	0.80 \$	54,070
<b>Total OCC</b>			<b>36.80 \$</b>	<b>4,278,639</b>	<b>36.80 \$</b>	<b>4,278,639</b>	<b>9.00 \$</b>	<b>535,036</b>	<b>9.00 \$</b>	<b>535,036</b>
<b>Inmate Appeals Statewide</b>										
Correctional Administrator HQ	6%	1	0.06 \$	9,443	0.06 \$	9,443	0.08 \$	12,591	0.08 \$	12,591
Facility Captain HQ	6%	1	0.06 \$	8,792	0.06 \$	8,792	0.08 \$	11,722	0.08 \$	11,722
Staff Services Manager I HQ	6%	1	0.06 \$	5,607	0.06 \$	5,607	0.08 \$	7,477	0.08 \$	7,477
AGPA HQ	6%	1	0.06 \$	4,878	0.06 \$	4,878	0.16 \$	13,008	0.16 \$	13,008
Office Technician Typing HQ	6%	1	0.06 \$	2,977	0.06 \$	2,977	0.16 \$	7,940	0.16 \$	7,940
Office Assistant HQ	6%	1	0.06 \$	2,577	0.06 \$	2,577	0.08 \$	3,436	0.08 \$	3,436
Correctional Counselor II	20%	37	7.40 \$	1,004,606	7.40 \$	1,004,606	9.25 \$	1,255,758	9.25 \$	1,255,758
Office Technician Typing (field)	20%	37	7.40 \$	367,210	7.40 \$	367,210	9.25 \$	459,013	9.25 \$	459,013
<b>Total Inmate Appeals</b>			<b>15.16 \$</b>	<b>1,406,091</b>	<b>15.16 \$</b>	<b>1,406,091</b>	<b>19.14 \$</b>	<b>1,770,944</b>	<b>19.14 \$</b>	<b>1,770,944</b>
<b>Parole Statewide</b>										
PA III (Supv Notice Agent)	20%	9	1.80 \$	254,231	1.80 \$	254,231	49.80 \$	7,033,737	49.80 \$	7,033,737
PA II (Atascadero State Hosp)	10%	1	0.10 \$	13,153	0.10 \$	13,153	44.40 \$	5,839,826	44.40 \$	5,839,826
PA I (Notice Agent)	20%	111	22.20 \$	2,602,699	22.20 \$	2,602,699	202.10 \$	23,693,937	202.10 \$	23,693,937
PA I (Patton State Hosp)	10%	1	0.10 \$	11,724	0.10 \$	11,724	0.25 \$	29,310	0.25 \$	29,310
Parole Adm. I	15%	16	2.40 \$	382,710	2.40 \$	382,710	2.40 \$	382,710	2.40 \$	382,710
Parole Adm. I	5%	40	2.00 \$	318,925	2.00 \$	318,925	2.00 \$	318,925	2.00 \$	318,925
Staff Psychiatrist (POC)	20%	41	8.20 \$	3,060,901	8.20 \$	3,060,901	8.20 \$	3,060,901	8.20 \$	3,060,901
Clinical Psychologist (POC)	20%	47.5	9.50 \$	1,309,790	9.50 \$	1,309,790	9.50 \$	1,309,790	9.50 \$	1,309,790
Sup. Psych. Social Wker (POC)	20%	9	1.80 \$	192,132	1.80 \$	192,132	1.80 \$	192,132	1.80 \$	192,132
Social Worker (POC)	20%	128.5	25.70 \$	3,039,560	25.70 \$	3,039,560	25.70 \$	3,039,560	25.70 \$	3,039,560
Sr. Psychologist Sup (POC)	20%	4	0.80 \$	116,850	0.80 \$	116,850	0.80 \$	116,850	0.80 \$	116,850
Mental Health Prog. Supv (POC)	20%	4	0.80 \$	83,267	0.80 \$	83,267	0.80 \$	83,267	0.80 \$	83,267
Parole Agent III (new)	15%	4	0.60 \$	84,744	0.60 \$	84,744	0.60 \$	84,744	0.60 \$	84,744
PA II (new)	23%	4	0.92 \$	121,005	0.92 \$	121,005	0.92 \$	121,005	0.92 \$	121,005
PA I (new)	13%	1	0.13 \$	15,241	0.13 \$	15,241	0.13 \$	15,241	0.13 \$	15,241
Parole Service Assoc (new)	40%	66	26.40 \$	2,170,904	26.40 \$	2,170,904	26.40 \$	2,170,904	26.40 \$	2,170,904
SSA/AGPA (new)	5%	2	0.10 \$	8,130	0.10 \$	8,130	0.10 \$	8,130	0.10 \$	8,130
<b>Total Parole</b>			<b>28.60 \$</b>	<b>13,785,964</b>	<b>28.60 \$</b>	<b>13,785,964</b>	<b>298.95 \$</b>	<b>47,500,967</b>	<b>296.55 \$</b>	<b>47,500,967</b>
<b>DAI (Due Process)</b>										
Correctional Lieutenant	100%		14.52 \$	1,738,039	14.52 \$	1,738,039	6.77 \$	811,085	6.77 \$	811,085
Facility Captain	100%		4.84 \$	709,086	4.84 \$	709,086	4.84 \$	709,086	4.84 \$	709,086

### Proposed Details - Continuing Existing

<i>Correctional Officer</i>	100%		14.52	\$ 1,309,885	14.52	\$ 1,309,885	6.77	\$ 611,280	6.77	\$611,280
<i>Correctional Officer</i>			5.81	\$ 523,944	5.81	\$ 523,944	6.77	\$ 611,280	6.77	\$611,280
<i>Correctional Officer</i>			5.81	\$ 523,918	5.81	\$ 523,918	29.04	\$ 2,619,770	29.04	\$2,619,770
<i>Correctional Officer</i>			5.81	\$ 523,918	5.81	\$ 523,918	14.52	\$ 1,309,885	14.52	\$1,309,885
<i>Correctional Officer</i>			1.45	\$ 130,980	1.45	\$ 130,980	9.68	\$ 873,257	9.68	\$873,257
<i>Correctional Lieutenant</i>			19.36	\$ 2,317,385	19.36	\$ 2,317,385	9.68	\$ 1,158,692	9.68	\$1,158,692
<i>Correctional Officer</i>			3.87	\$ 349,296	3.87	\$ 349,296	19.36	\$ 1,746,513	19.36	\$1,746,513
<i>Correctional Administrator</i>	100%	14.52	14.52	\$ 2,285,300	14.52	\$ 2,285,300	19.36	\$ 3,046,613	19.36	\$ 3,046,613
<i>Correctional Officer</i>			4.84	\$ 436,628	4.84	\$ 436,628	4.84	\$ 436,628	4.84	\$ 436,628
<i>Office Assistant</i>	100%	19.36	19.36	\$ 831,531	19.36	\$ 831,531	19.36	\$ 831,407	19.36	\$ 831,407
<i>Total DAI Due Process</i>			114.69	\$ 11,679,911	114.70	\$ 11,679,911	150.99	\$ 14,765,496	150.99	\$ 14,765,496
<b>DAI (Bed Moves w/in Instit.)</b>										
<i>Correctional Sergeant</i>			89.64	\$ 9,530,108	89.64	\$ 9,530,108	59.76	\$ 6,353,406	59.76	\$ 6,353,406
<i>Correctional Sergeant</i>			29.88	\$ 3,176,703	29.88	\$ 3,176,703	17.93	\$ 3,176,703	17.93	\$ 3,176,703
<i>Correctional Sergeant</i>			179.28	\$ 19,060,217	179.28	\$ 19,060,217	59.76	\$ 6,353,406	59.76	\$ 6,353,406
<i>Correctional Lieutenant</i>			268.92	\$ 32,193,975	268.92	\$ 32,193,975	89.64	\$ 10,731,325	89.64	\$ 10,731,325
<i>Correctional Officer</i>			59.76	\$ 5,391,825	59.76	\$ 5,391,825	59.76	\$ 5,391,825	59.76	\$ 5,391,825
<i>Facility Captain</i>			119.52	\$ 17,512,689	119.52	\$ 17,512,689	89.64	\$ 13,134,517	89.64	\$ 13,134,517
<i>Total DAI Bed Moves</i>			746.99	\$ 86,865,518	746.99	\$ 86,865,518	376.48	\$ 45,141,182	376.48	\$ 45,141,182
<b>DAI/Classif Serv Unit (CSU)</b>										
<i>Correctional Counselor III</i>	5%	1	0.05	\$ 6,845	0.05	\$ 6,845	0.02	\$2,738	0.02	\$2,738
<i>Correctional Counselor II (Sup)</i>	5%	1	0.05	\$ 6,733	0.05	\$ 6,733	0.02	\$2,693	0.02	\$2,693
<i>Correctional Counselor I</i>	1%	4.5	0.05	\$ 4,613	0.05	\$ 4,613	0.01	\$1,025	0.01	\$1,025
<i>Correctional Counselor II (Sup)</i>	20%	0.3	0.06	\$ 8,080	0.06	\$ 8,080	0.30	\$40,400	0.30	\$40,400
<i>Office Assistant (Typing)</i>	10%	15	0.00		0.00		1.50	\$64,427	1.50	\$64,427
<i>Office Technican (OT)</i>	10%	16	0.00		0.00		1.60	\$79,397	1.60	\$79,397
<i>Total DAI/Classif Ser Unit (CSU)</i>			0.21	\$ 26,271	0.21	\$ 26,271	1.85	\$ 46,856	1.85	\$ 46,856
<b>DAI(Intake Housing Process)</b>										
<i>Correctional Lieutenant</i>			36.91	\$ 4,418,381	36.91	\$ 4,418,381	36.91	\$ 4,418,381	36.91	\$ 4,418,381
<i>Correctional Sergeant</i>			9.23	\$ 980,952	9.23	\$ 980,952	36.91	\$ 3,923,807	36.91	\$ 3,923,807
<i>Correctional Sergeant</i>			1.85	\$ 196,190	1.85	\$ 196,190	36.91	\$ 3,923,807	36.91	\$ 3,923,807
<i>Correctional Sergeant</i>			9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952	9.23	\$ 980,952
<i>Correctional Sergeant</i>							36.91	\$ 3,923,807	36.91	\$ 3,923,807
<i>Correctional Officer</i>			18.45	\$ 1,664,972	18.45	\$ 1,664,972	18.45	\$ 1,664,972	18.45	\$ 1,664,972
<i>Total DAI Intake Housing Process</i>			75.66	\$ 8,241,447	75.66	\$ 8,241,447	175.31	\$ 18,835,727	175.31	\$ 18,835,727
<b>DAI/Transportation Unit</b>										

### Proposed Details - Continuing Existing

<b>Correctional Officer (max Sal)</b>	100%	1.34	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903
<b>Total DAI Transportation</b>			1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903	1.34	\$ 120,903
<b>BPH</b>										
Deputy Commissioner	10%	12	1.20	\$ 155,224	1.20	\$ 155,224	1.20	\$ 155,224	1.20	\$ 155,224
Deputy Commissioner	10%	90	9.00	\$ 1,164,181	9.00	\$ 1,164,181	9.00	\$ 1,164,181	9.00	\$ 1,164,181
Program Tech III	10%	40	4.00	\$ 218,141	4.00	\$ 218,141	4.00	\$ 218,141	4.00	\$ 218,141
AGPA	5%	6	0.30	\$ 24,389	0.30	\$ 24,389	0.30	\$ 24,389	0.30	\$ 24,389
Correctional Counselor I	20%	40	8.00	\$ 820,011	8.00	\$ 820,011	8.00	\$ 820,011	8.00	\$ 820,011
Associate Chief DC	5%	6	0.30	\$ 40,708	0.30	\$ 40,708	0.30	\$ 40,708	0.30	\$ 40,708
Correctional Counselor II	10%	6	0.60	\$ 81,455	0.60	\$ 81,455	0.60	\$ 81,455	0.60	\$ 81,455
Correctional Counselor I	5%	5	0.25	\$ 25,625	0.25	\$ 25,625	0.25	\$ 25,625	0.25	\$ 25,625
<b>Total BPH</b>			23.65	\$ 2,529,734	23.65	\$ 2,529,734	23.65	\$ 2,529,734	23.65	\$ 2,529,734
<b>Div. Addiction&amp;Recov.Servs</b>										
PA III (redirect)	10%	1	0.10	\$ 14,124	0.10	\$ 14,124	0.10	\$ 14,124	0.10	\$ 14,124
AGPA (new DARS BCP)	40%	4	1.60	\$ 130,077	1.60	\$ 130,077	1.60	\$ 130,077	1.60	\$ 130,077
Parole Service Assoc (redirect)	40%	2	0.80	\$ 65,785	0.80	\$ 65,785	0.80	\$ 65,785	0.80	\$ 65,785
<b>Total DARS</b>			1.70	\$ 144,201	1.70	\$ 144,201	1.70	\$ 144,201	1.70	\$ 144,201
<b>Office of Legal Affairs (OLA)</b>										
Staff Counsel	10%	6	0.60	\$ 70,932	0.60	\$ 70,932	0.60	\$ 70,032	0.60	\$ 70,032
Staff Counsel	10%	2	0.20	\$ 13,153	0.10	\$ 13,153	0.10	\$ 13,153	0.10	\$ 13,153
Staff Counsel III	10%	2	0.20	\$ 28,640	0.20	\$ 28,640	0.20	\$ 28,640	0.20	\$ 28,640
Staff Counsel I	10%	3	0.30	\$ 35,466	0.30	\$ 35,466	0.30	\$ 35,466	0.30	\$ 35,466
Legal Analyst	10%	1	0.10	\$ 7,098	0.10	\$ 7,098	0.10	\$ 7,098	0.10	\$ 7,098
<b>Total OLA</b>			1.40	\$ 155,289	1.30	\$ 155,289	1.30	\$ 154,389	1.30	\$ 154,389
<b>HCSD - Mental Health</b>										
Clinical Psychologist CF		720.9	0.0		0.0		21.6	\$2,981,771	21.6	\$2,981,771
Clinical Social Worker		211.5	0.0		0.0		6.3	\$750,428	6.3	\$750,428
Staff Psychiatrist, CF		252	0.0		0.0		7.6	\$2,822,001	7.6	\$2,822,001
Office Technican (OT)		265.4	0.0		0.0		15.9	\$790,197	15.9	\$790,197
<b>Total Mental Health</b>							51.46	\$7,344,397	51.46	\$7,344,397
<b>GRAND TOTAL</b>			1149.15	\$ 137,308,303	1149.16	\$ 137,308,303	1232.46	\$ 148,580,554	1231.36	\$ 148,580,554

OTHER	UNIT COST	FY 2008/2009		FY 2009/2010		FY 2010/2011		FY 2011/2012	
		#	Amount	#	Amount	#	Amount	#	Amount

### Proposed Details - Continuing Existing

SAPMS							
Travel/Overtime			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>TOTAL</b>			<b>\$ 20,000</b>				

classifications in red have updated salaries/benefits

Staff Salaries

Classification	Mid Range	Benefits		Total	Annual Salary
		39%	41%		
Data Processing Manager III	\$ 7,679	\$ 2,995	\$ 10,673	\$ 128,077	
Staff Information Systems Analyst	\$ 5,766	\$ 2,249	\$ 8,014	\$ 96,169	
Associate Info Systems Analyst	\$ 5,258	\$ 2,051	\$ 7,309	\$ 87,703	
Info System Technician Spec.	\$ 2,688	\$ 1,048	\$ 3,736	\$ 44,828	
Info System Technician	\$ 3,445	\$ 1,344	\$ 4,789	\$ 57,463	
Data Processing Manager II	\$ 5,492	\$ 2,142	\$ 7,634	\$ 91,607	
Sr. Programmer Analyst Spec	\$ 6,340	\$ 2,473	\$ 8,813	\$ 105,751	
Programmer I	\$ 3,184	\$ 1,242	\$ 4,426	\$ 53,109	
Accounting Technician	\$ 2,602	\$ 1,015	\$ 3,616	\$ 43,393	
Correctional Plant Manager II (UPM)	\$ 6,266	\$ 2,444	\$ 8,710	\$ 104,517	
Associate Warden	\$ 7,030	\$ 2,882	\$ 9,912	\$ 118,948	
AGPA	\$ 4,874	\$ 1,901	\$ 6,775	\$ 81,298	
Staff Services Analyst	\$ 4,052	\$ 1,580	\$ 5,632	\$ 67,587	
Building Maintenance Worker	\$ 3,260	\$ 1,271	\$ 4,531	\$ 54,368	
Case Records Manager	\$ 4,775	\$ 1,862	\$ 6,637	\$ 79,647	
Case Records Supervisor	\$ 4,152	\$ 1,619	\$ 5,771	\$ 69,255	
Case Records Analyst	\$ 3,232	\$ 1,260	\$ 4,492	\$ 53,910	
Office Services Supervisor I	\$ 2,602	\$ 1,015	\$ 3,617	\$ 43,401	
Program Technician III	\$ 3,270	\$ 1,275	\$ 4,545	\$ 54,535	
Office Assistant	\$ 2,575	\$ 1,004	\$ 3,579	\$ 42,951	
Assistant Info Systems Analyst	\$ 4,052	\$ 1,580	\$ 5,632	\$ 67,587	
Correctional Officer	\$ 5,333	\$ 2,186	\$ 7,519	\$ 90,226	
Supervisor of Education Programs	\$ 5,779	\$ 2,254	\$ 8,032	\$ 96,385	
Procurement Officer II		\$ -	\$ -	\$ -	
Sr. Info System Analyst	\$ 6,340	\$ 2,473	\$ 8,813	\$ 105,751	
Staff Services Manager III OFM	\$ 7,127	\$ 2,779	\$ 9,906	\$ 118,870	
Staff Programmer Analyst	\$ 5,766	\$ 2,249	\$ 8,014	\$ 96,169	
Chief Psychologist CF	\$ 10,864	\$ 4,454	\$ 15,318	\$ 183,810	
Senior Psychologist Supv CF	\$ 9,434	\$ 3,868	\$ 13,302	\$ 159,623	
Staff Psychologist - CF	\$ 5,724	\$ 2,347	\$ 8,071	\$ 96,850	
Recreation Therapist - CF	\$ 6,023	\$ 2,469	\$ 8,492	\$ 101,909	
Correctional Administrator (AW)	\$ 9,302	\$ 3,814	\$ 13,116	\$ 157,390	
Office Technician Typing	\$ 2,975	\$ 1,160	\$ 4,135	\$ 49,623	
Medical Record Director	\$ 4,949	\$ 1,930	\$ 6,878	\$ 82,541	
Parole Service Associate	\$ 4,860	\$ 1,993	\$ 6,853	\$ 82,231	
Parole Agent I	\$ 6,929	\$ 2,841	\$ 9,770	\$ 117,239	

Parole Agent II Spec	\$	7,774	\$	3,187	\$	10,961	\$	131,528
Parole Agent III	\$	8,348	\$	3,422	\$	11,770	\$	141,240
Management Services Tech	\$	3,122	\$	1,217	\$	4,339	\$	52,067
Associate Chief Deputy Comm	\$	8,135	\$	3,173	\$	11,308	\$	135,692
Deputy Commissioner	\$	7,755	\$	3,024	\$	10,779	\$	129,353
Facility Captain	\$	8,660	\$	3,551	\$	12,211	\$	146,527
Correctional Counselor II (Spec)	\$	8,024	\$	3,290	\$	11,313	\$	135,758
Staff Services Manager I	\$	5,603	\$	2,185	\$	7,788	\$	93,458
Staff Counsel	\$	7,088	\$	2,764	\$	9,852	\$	118,220
System Software Specialist I	\$	5,765	\$	2,248	\$	8,013	\$	96,152
System Software Specialist II	\$	6,329	\$	2,468	\$	8,797	\$	105,568
Data Processing Manager II	\$	6,657	\$	2,596	\$	9,253	\$	111,030
Sr. Programmer Analyst Spec	\$	6,340	\$	2,473	\$	8,813	\$	105,751
Asst. General Counsel II	\$	7,088	\$	2,764	\$	9,852	\$	118,220
Executive Assistant	\$	3,642	\$	1,420	\$	5,062	\$	60,749
Correctional Sergeant	\$	6,284	\$	2,576	\$	8,860	\$	106,317
Correctional Lieutenant	\$	7,076	\$	2,901	\$	9,976	\$	119,717
Correctional Counselor I	\$	6,058	\$	2,484	\$	8,542	\$	102,501
Senior Info Systems Analyst (Sup)	\$	6,658	\$	2,596	\$	9,254	\$	111,047
Senior Programmer Analyst (Sup)	\$	6,658	\$	2,596	\$	9,254	\$	111,047
Correctional Counselor III	\$	8,091	\$	3,317	\$	11,408	\$	136,900
Correctional Counselor II (Sup)	\$	7,959	\$	3,263	\$	11,222	\$	134,666
CEA	\$	9,777	\$	3,813	\$	13,590	\$	163,080
Parole Administrator I	\$	9,425	\$	3,864	\$	13,289	\$	159,463
Staff Psychiatrist	\$	22,062	\$	9,045	\$	31,107	\$	373,281
Clinical Psychologist	\$	8,149	\$	3,341	\$	11,489	\$	137,873
Staff Counsel III (Sup)	\$	8,585	\$	3,348	\$	11,933	\$	143,198
Social Worker	\$	6,990	\$	2,866	\$	9,856	\$	118,271
Sr. Psychologist Supervisor	\$	8,633	\$	3,539	\$	12,172	\$	146,062
Mental Health Program Supervisor	\$	6,152	\$	2,522	\$	8,674	\$	104,083
Supervising Psychiatric Social Worker	\$	6,309	\$	2,586	\$	8,895	\$	106,740
Legal Analyst	\$	4,256	\$	1,660	\$	5,915	\$	70,982
Data Processing Manager IV	\$	8,456	\$	3,298	\$	11,754	\$	141,046