

# Idaho Department of Correction

## Annual Report FY12



C.L. "Butch" Otter, Governor

Brent D. Reinke, Director

Board of Correction

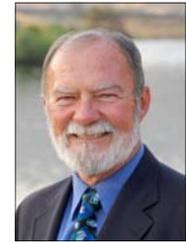
Robin Sandy - Jay Nielsen - J.R. Van Tassel



# Idaho's Premier Black Hat Agency

## Board of Correction

The Board of Correction provides oversight to the Idaho Department of Correction. The Governor appoints the board. Current members are Chairman Robin Sandy, Vice-Chairman Jay Nielsen and Secretary J.R. Van Tassel.



The Department incarcerates adult felons, supervises felony probationers and parolees, and provides pre-sentence investigations for the courts. The Department also provides education, treatment and reentry services to reduce offender risk. IDOC employs 1,557 professionals serving in four divisions: Prisons; Probation and Parole; Education, Treatment and Reentry; and Management Services.

## Director's Message

As we enter the new year, the Department is focused on three key issues: Staff, population and settling the federal Balla lawsuit.

### STAFF

Staff come first. We can't accomplish our mission to protect the public without professional staff.

Training officers and hiring professionals in all positions is expensive. Officer positions require five weeks of POST training. We can't give raises to meet market rates for these jobs, but are providing incentives to those who work on special teams and are paying overtime for security positions.

### POPULATION

Idaho's inmate population grew by more than 500 inmates during the last fiscal year. The growth demanded action. We moved inmates out of state in August 2012, even as we analyzed every probation and parole violation, and redoubled efforts to do the following:

- Get offenders into treatment in communities.
- Try all alternative sanctions possible prior to violation.

Idaho experienced the most success in managing the offender population with a division leader focused in each major service area, so recently I reorganized from two divisions back to four.



*We constantly reevaluate to make certain that today's practices meet today's needs.*

The changes are making a difference. The prison population is down more than 100 inmates in the first five months of the year. I'm asking agency leaders to explore the possibility of returning some inmates to Idaho.

As the inmate population decreases, the probation and parole population increases. This demands we manage community resources effectively, and constantly reevaluate to make certain today's practices meet today's needs.

### SETTLING BALLA

Idaho has a unique opportunity to settle a 31-year-old federal lawsuit on health care and population issues at the largest state-run prison. IDOC reached a stipulated agreement that requires new health-care positions, more reporting of statistics, and monitoring for two years.

Prisons have changed tremendously since Balla began in 1981. Health-care standards have evolved as well. We need to modernize. Legislative approval is required to make the changes. I believe the changes prepare us for the future and provides the best resolution of this matter for Idaho taxpayers.



# Mission First, Safety Always

## Mission

To Protect Idaho through Safety, Accountability, Partnerships and Opportunities for Offender Change.

## Vision

As Idaho's premier "Black Hat" agency, we will lead the way in providing excellent, nationally recognized criminal justice services.

## Values

We value a professional environment that fosters trust, credibility, dignity and respect for staff, the public and offenders.



We accomplish this through the care and development of staff, safe offender management, and the effective treatment and prevention of criminal behavior in facilities and communities.

We demand of ourselves and others...

**Honesty, Integrity, Teamwork, Flexibility and Open Communication.**

## Director's Office

### OVERVIEW

The Director is responsible to the Board of Correction for leadership and management of the agency. He sets the strategic direction in collaboration with the agency's leadership team. Human resources, communication, quality, policy, and internal investigations are all managed by the Director and his staff.

### HUMAN RESOURCES

This group manages recruitment, training, benefits and employee relations.

Human Resources provides services that promote fair treatment of staff while balancing the needs of employees and the agency.



*New correctional officers in POST training.*

Correctional officers are the largest job class in the Department. Preparing CO recruits for the Peace Officer Standards Training (POST) requires a significant time and financial commitment.

In 2012, the Department experienced 18% turnover in the correctional officer ranks and 12% turnover in all other classifications.

### QUALITY

New in fiscal year 2012, the Director moved quality assurance to his office and launched a department-wide effort.

The quality assurance model adopted focuses on creating a continuous quality improvement environment based on the "Plan, Do, Check, Act" philosophy.



### OPS

The Office of Professional Standards investigates complaints and staff misconduct allegations. In FY12, OPS investigated 31 cases and eight preliminary inquiries.

### COMMUNICATION

Key communications tools include the [idoc.idaho.gov](http://idoc.idaho.gov) website, a Facebook page and brief sheets.

# Prisons Division

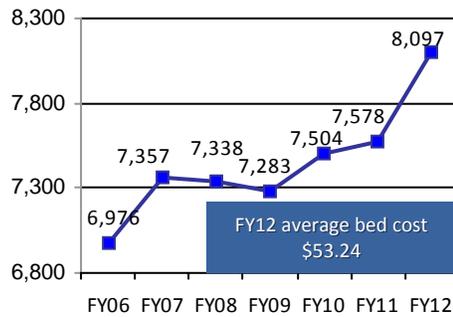
## OVERVIEW

The Prisons Division manages eight prisons across Idaho. Idaho also has inmates in three privately operated prisons under the oversight of Management Services. Security staff in Idaho-managed prisons represents the largest staff group at IDOC. IDOC employs more than 730 prison security staff.

## PRISON GROWTH

Idaho's inmate population grew by 519 inmates in FY12. To manage the increase in inmates, the Department opened a closed unit at the maximum security prison, and added beds at the Orofino prison. Management Services developed a contract for out-of-state beds and increased county jail bed placements.

**IDOC Inmate Population FY06-FY12**



*Inmate population grew 6.8% in FY12. The 519-inmate increase filled all beds, triggering out-of-state placements.*

## CONTRABAND REDUCTION

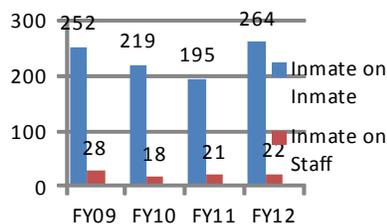
During the 2012 legislative session, Idaho enhanced contraband penalties, making it a felony to bring a cell phone or more than three ounces of tobacco into Idaho prisons. In April, Idaho convicted an inmate under the new law.

Tobacco trafficking can create a dangerous environment, often making gangs more powerful. Behind bars, tobacco worth \$1 can be resold for \$80 in smaller quantities.

## GANGS

Assaults in Idaho prisons increased 27% in FY12. Gangs are involved in approximately 80% of all prison assaults.

**Assaults in Idaho Prisons**



*Inmate on inmate assaults increased 27% in FY12.*



*The Idaho State Correctional Institution is the largest state-run prison.*

One in five Idaho inmates is in a gang. Gang presence continues to increase. Half of the inmates housed at the maximum security prison have a gang affiliation.

## EXECUTIONS

The Department carried out death warrants issued in the cases of Paul Ezra Rhoades in November and Richard Albert Leavitt in June. The two were Idaho's first executions since 1994.

*A serious responsibility to be performed with professionalism, respect, and dignity.*



*The execution chamber located at the Idaho Maximum Security Institution.*

The agency set a mission to carry out the difficult duty with professionalism, respect and dignity.

The Prisons Division established an Incident Command Structure (ICS) utilizing the Department's Correctional Emergency Response and Field Community Response Teams, along with staff from the Ada County Sheriff's Office, and the Idaho State Police.



*The Correctional Emergency Response Team provided security during the executions and out-of-state transports.*

# Probation and Parole Division

## OVERVIEW

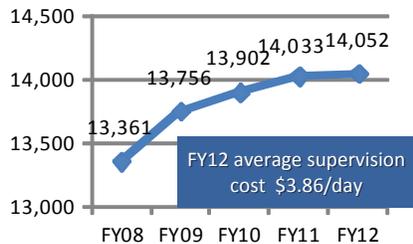
Probation and parole officers supervise felony offenders in communities statewide. This division also performs presentence investigations for the courts, and assesses offender treatment needs.

## SUPERVISED POPULATION

The probation and parole population grew by just 19 offenders during fiscal year 2012.

The supervised offender population is increasing more rapidly in the first quarter of FY13, up by nearly 100 offenders.

**IDOC Probation and Parole Population FY08-FY12**



*The supervised offender population grew less than 1% last year.*

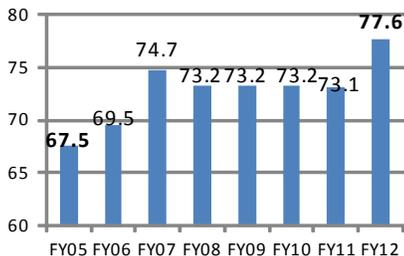
## SUPERVISION FEE

Offenders on probation and parole pay a cost of supervision (COS) fee. The fee funds about a third of the supervision costs. In FY12, more than \$6 million was collected through COS. Supervision costs \$3.86 per day.

## CASELOAD SIZE

Officers are managing more offenders than ever before. Caseloads increased by 10 offenders per officer during the past eight years.

**IDOC Probation & Parole Officer to Offender Ratio FY05-FY12**



*Probation and parole officer caseloads are increasing. The chart represents the average caseload system-wide.*

Those with higher risk will be managed at a higher level by district staff.

To help manage increasing caseloads and match nationally accepted best practices, the division is developing a new model of supervision with an administrative caseload to focus on offenders with fewer needs.

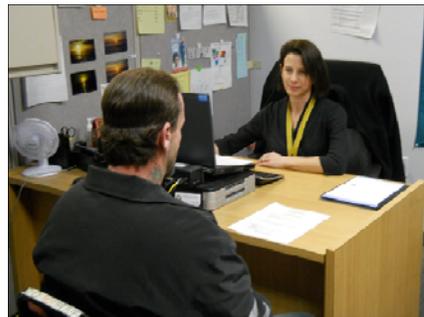


*District 4 probation and parole officers visit a probationer at home.*

## PSI

Pre-sentence investigators

(PSIs) provide reports to the court detailing offender history. In 2012, investigators provided 4,741 reports to help judges with sentencing decisions.



*Offenders go through assessments as they begin probation.*

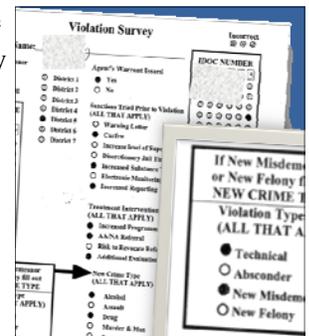
District staff are currently piloting new requirements in Idaho Codes 19-2524. The changes call for the Department to screen and assess every newly convicted offender for substance abuse and mental health

issues. This information will be included in the PSI to assist the courts in sentencing decisions.

## FOCUSED EFFORT

Concerned by increasing inmate counts, IDOC now uses a survey to determine why supervised offenders are violating parole.

The Department found some opportunities internally to change practices and reinforce efforts to keep people on track.



*Surveys track violations.*

- The violation process is now challenged and vetted more thoroughly with added informational steps.
- Pre-treatment and expedited service referrals were added to make treatment access quicker.

The Department continues working on multiple fronts to improve systems.

# Education, Treatment and Reentry Division

## OVERVIEW

The Education, Treatment and Reentry Division provides risk reduction tools to change offender behavior. In addition to treatment and education, this division oversees health care, mental health services and manages substance use disorder funding, inmate movement and four community work centers focused on reentry.



North Idaho Correctional Institution graduates celebrate.

## EDUCATION AND TREATMENT

Nearly 400 offenders earned GEDs in FY12. During the fiscal year, more than 800 inmates completed their treatment pathways in a timely manner, allowing them to parole on time.

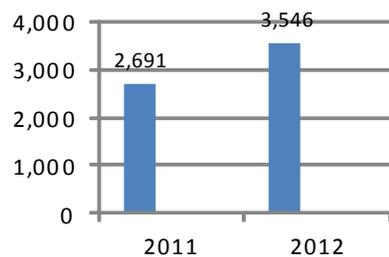
Two years after implementing Treatment Pathways, the agency has eliminated wait lists for all pathways except for moderate risk sex offender treatment.

## SUBSTANCE USE DELIVERY SYSTEM

Lawmakers asked the Department to manage substance use disorder funding for offenders in FY12, a service previously managed by Health and Welfare. The Department created a new delivery system to increase access, manage the treatment length and measure outcomes.

In addition to increasing treatment services, the agency also provided recovery support services to an additional 1,000 offenders.

SUDS Unique Clients Served FY11-FY12



The IDOC model served nearly 1,000 additional clients in FY12 and is on track to increase clients served in FY13.

## BALLA SETTLEMENT

The Department is working with the federal court to resolve a 31-year-old lawsuit over conditions at Idaho State Correctional Institution (ISCI), the largest state-run prison.



An inmate at ISCI receives medical care.

The judge encouraged mediation after receiving a special master's report critical of the medical and mental health services at ISCI.

As a result of mediation, the Department agreed to staffing, structural and procedural changes at the facility, contingent upon legislative appropriations. The agreement requires monitoring for two years.

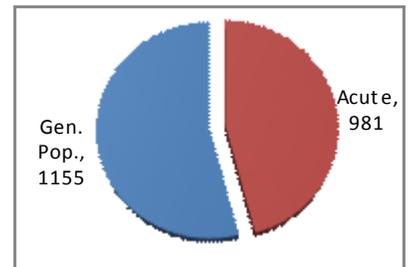
## MENTAL HEALTH INMATES

The number of Idaho inmates with mental health needs continues to grow.

The Department manages 2,136 mental health inmates.

Currently, 46% of those inmates fall into the more acute population that require special housing or enhanced clinical interventions.

Inmates with Mental Health Needs FY12



In Idaho, 27% of inmates have an identified mental health need. Of that group, 46% require special housing or treatment.

## INMATE MOVEMENT

IDOC manages approximately 8,000 inmates, but moving them to and from court and into the right facility for their custody level and treatment needs is a business of its own.

The agency moved inmates **14,908 times** in FY12. The system was at capacity with more than 800 inmates in county jails prior to out-of-state placements in August. Full beds and county jail bed use complicated the already complex inmate movement process.

# Management Services Division

## OVERVIEW

The business of corrections includes managing contracts to house 2,500 inmates in contract prisons. Idaho sent inmates out of state in August 2012, expanding the use of contract beds and monitoring responsibilities for this division. Business services such as fiscal, grants, construction, research and information technology are also managed in this division.



*Idaho inmates are transported to a Colorado prison.*

## MANAGEMENT SERVICES

A major focus for the Department is improving data quality and integrity. Management Services is leading a group referred to as OMAP/GAP. The work group is defining process and data elements needed to measure results and manage facilities and programs effectively.

## CONTRACT SERVICES

This bureau manages capital construction, contract administration and oversight, and central records.

## RESEARCH

The Research group is working to eliminate fractured Access databases and implement Crystal Reporting and a data analysis tool. The data integrity initiatives will allow comprehensive, statewide, real-time reporting to staff and information to guide decisions.

## CONTRACT ADMINISTRATION

The Contract Administration unit develops and administers all major contracts. These contracts include offender health-care services, privately operated prisons, religious volunteer services, and offender phone and commissary. Contracts account for \$70 million, 40% of the budget.

## PROJECT MANAGEMENT

New in 2012, is a Project Management Office. Fortune 500 companies use project managers to effectively implement new processes. IDOC utilized project managers to help with major changes including all IT projects below.

In FY12, the contract group developed a request for proposal for out-of-state prison beds, and new concession contracts for offender phone and commissary services.

## INFORMATION TECHNOLOGY

IT completed development of a Pre-sentence Investigation computer module. The web program allows IDOC and courts to share offender information more effectively.



*The PSI module standardizes reports and helps courts access information.*

A second project allows offenders to pay their PSI fees online. IT has also moved to the statewide network and updated from a tape to a digital backup system.

## CONTRACT PRISON OVERSIGHT

This unit monitors performance and contract compliance of three privately operated prisons and monitors inmates in county jails. The unit increased oversight efforts by assigning three full-time monitors to the Idaho Correctional Center.

## CAPITAL CONSTRUCTION

In FY12, the construction unit received \$2.3 million in Permanent Building Funds for alteration and repair projects. Projects included construction of an \$800,000 maintenance building at the Orofino prison.



*Smoothing the foundation for an Orofino addition.*

## BUDGET

The budget and payroll group is creating tools to help managers monitor personnel costs.

## CENTRAL RECORDS

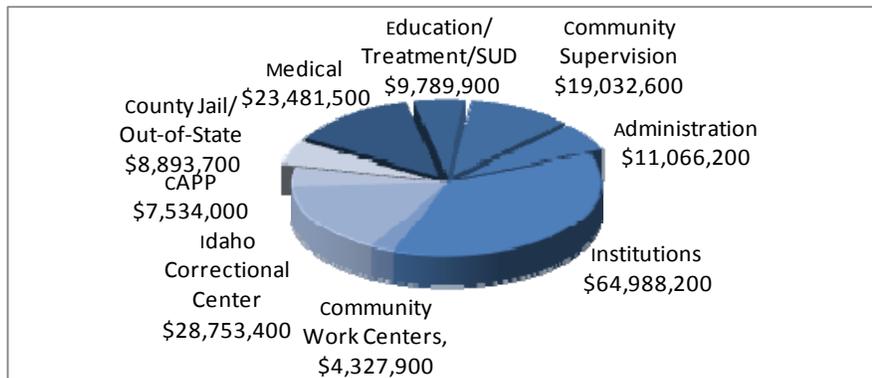
Central Records typically calculates between 300 and 400 court orders per month. In addition to sentence calculations, they retain offender records.

## Looking Forward, FY13 Goals



- Retain trained staff
- Monitor and resolve the 31-year-old Balla case
- Develop a mental health facility
- Population management initiatives
- Create adequate IT infrastructure

## Budget Facts, FY12 Expenditures

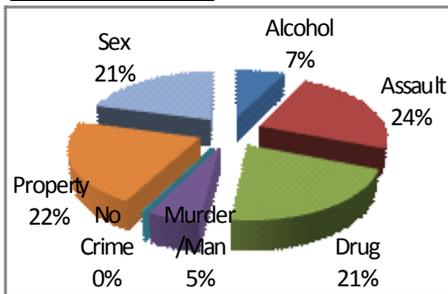


The FY12 Department budget was \$177,867,400.

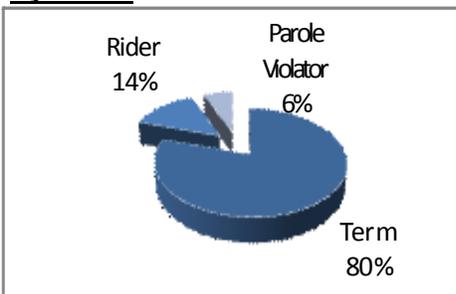
Housing inmates cost \$112 million or 63% of the total budget.

## Incarcerated Offenders

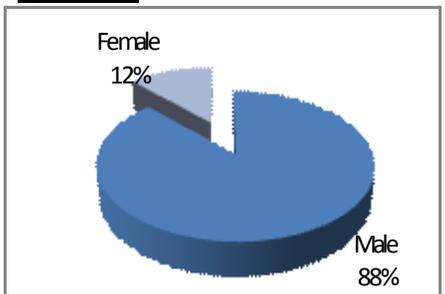
### By Crime Group



### By Status



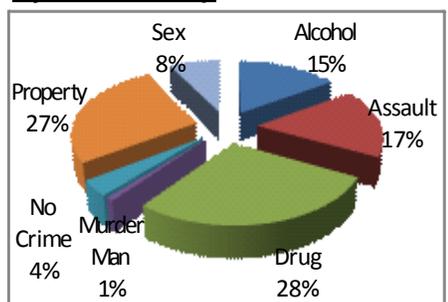
### By Gender



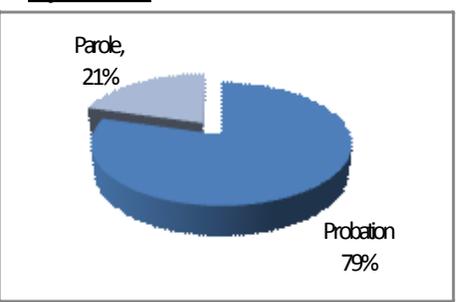
The charts represent the 8,097 offenders housed in Idaho prisons at the end of fiscal year 2012 and the percentages of offenders in each identified category.

## Probation and Parole

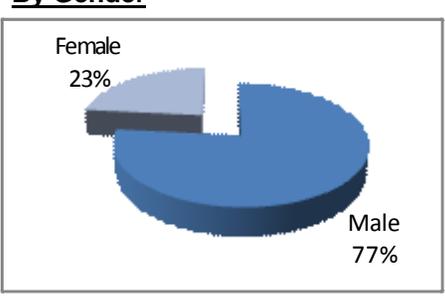
### By Crime Group



### By Status



### By Gender



The charts represent the 14,052 offenders supervised in Idaho communities at the end of fiscal year 2012 and the percentages of offenders in each identified category.