



Idaho Department of Correction

Annual Report December 2013



C.L. "Butch" Otter, Governor

Board of Correction

Dr. David McClusky, Vice Chair — Robin Sandy, Chairman — J.R. Van Tassel, Secretary

Brent D. Reinke, Director

Idaho Department of Correction Mission



SAFETY FIRST!

Mission

To promote a safer Idaho by reducing recidivism.

Vision

Dedicated and committed staff will transform lives one person, one family, one community at a time.

Values

We value our staff.

We value a safe and professional environment that promotes dignity and respect for staff, the public and offenders.

We expect of ourselves...

Open Communication

Trust

Honesty

Integrity

Teamwork

Director's Message

During work site visits this spring, I passed out boxes of candy DOTS to staff. My message focused on the need to connect those dots when planning to meet all the challenges facing our agency this coming year, with a special focus on the needs of the frontline staff.



I introduced our streamlined mission and focused staff on three goals to achieve our mission, To promote a safer Idaho by reducing recidivism.

DOT 1: SAFETY FIRST!

In all messages we tell staff to focus on **Safety First!** There's nothing more important. Safety is core to the Department's statutory purpose and mission. Corrections is dangerous. Each staff member has a role in making safety their first priority.

Safety First



DOT 2: PROMOTE STAFF SAFETY

It is through staff that we achieve our mission to protect the public by reducing recidivism, and our vision of transforming lives.

Corrections is a people business. Safety and offender change both require professionals keeping watch and guiding the way to change. That's why the turnover statistics, 1-in-4 officers departing, is such a call for action. See the action plan on the next page.

DOT 3: REDUCE RECIDIVISM

Reducing recidivism is the best way to increase public safety. It is also the best way to cut corrections costs. We focus on practices proven to work to help offenders make positive changes in their lives so they don't bounce back to prison.

Connecting the dots is about focusing on those things that enhance our ability to make a safer Idaho: safety, reducing recidivism, and honoring and valuing the staff who make it happen.

Our mission and commitment to safety keep us grounded. Our vision to transform lives inspires us to achieve greater safety for Idaho.

Promote Staff Success



Reduce Recidivism



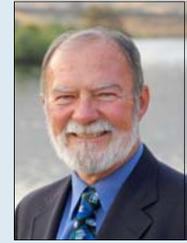
Idaho's Premier Black Hat Agency

Board of Correction

The three-member Board of Correction oversees the Idaho Department of Correction. The Governor appoints the board and they hire the agency director.

During calendar year 2013, the Board hosted the Senate and House judiciary committee members during an October meeting, approved a new medical contract, and helped open the new Correctional Industries warehouse.

Chairman Robin Sandy is the longest serving member, now in her second term. The Senate confirmed Dr. David McClusky as the newest Board member in January 2013. Board members serve six-year terms.



*Robin Sandy, chairman, appointed in 2012;
Dr. David McClusky, vice chair, appointed in 2013;
J.R. Van Tassel, secretary, appointed in 2010.*



Germaine committee briefing (left), CI dedication (above).

Director's Office Services

HUMAN RESOURCES: TURNOVER

The turnover rate for correctional officers jumped to 26% in FY13. The 8% increase represents serious staffing and safety challenges.

Strategies to reduce costs and the impact on facilities include reducing pre-service training from five to four weeks.

The Department is also increasing recruitment efforts, and doing a cause analysis to see what other actions can increase retention.

COMPENSATION

Pay was the #1 reason departing officers provided for leaving the agency. The Department is working to increase the percentage of staff at or above the current IDOC compa-ratio. The Department used salary savings to provide pay increases to staff below 72% of compa-ratio. IDOC's overall compa-ratio was 77.2% prior to the raises, among the bottom three ranked agencies in the state.

NOTEWORTHY

1 in 4 correctional officers left the agency in FY13

DEPUTY DIRECTOR

Kevin Kempf was named deputy director this year. Kempf was previously a chief, warden, and district manager. He manages the chiefs and oversees internal operations.

COMMUNICATION & POLICY

The Director's Office is using social media to provide information for families and the general public. Facebook, Twitter and the idoc.idaho.gov website are all used to inform the public of visiting changes and other news.

All policies are now available on the internet as well. The policy and quality assurance areas are focusing on bringing all policies up to date.

OFFICE OF PROFESSIONAL STANDARDS

Internal investigations expanded responsibilities to include pre-employment background checks. Changes in the process and an added position helped reduce the wait for background checks in half from 20 to 10 business days.

This group performed 26 investigations. Four resulted in employee terminations. Most resulted in corrective action.

Prisons Division

OVERVIEW

The Prisons Division manages eight prisons across Idaho, two prisons are operated by contractors through the Management Services Division. Security staff represent the majority of staff, with 595 correctional officers statewide.



SAFETY FIRST!

Prisons beefed up a field training officer program this year. New officers work side-by-side with an experienced officer before they can staff a prison post on their own. The program is more essential than ever with the high turnover rate this past year.

SECURITY CHECKPOINT

A new security checkpoint greets visitors entering the South Boise Prison Complex. The Port of Entry building is staffed on random days. Security protocols range from basic identification checks to more intensive vehicle searches.



The checkpoint will be most helpful in regulating access in an event such as an execution, lockdown, or when emergency vehicle access is needed.

SPECIAL PROJECTS

Inmate fire crews had a busy year. The crews helped on many large fires including the Little Queens, Elk and Beaver Creek fires.



CERT

For 24 years, Correctional Emergency Response Teams (CERT) have trained and pre-

pared to respond to any prison emergency from a cell extraction to a riot.

This September, CERT experienced a first. The team trained with other Treasure Valley law enforcement including city police, Ada County and Idaho State Police. They practiced crowd control in some several different venues from Bronco Stadium and the maximum security prison.

GANGS

Security Threat Groups remain a challenge in Idaho's prisons with about 18% of inmates involved in a gang. Aryans and Surenos are the two largest gangs.

PRISON RAPE ELIMINATION ACT

Federal standards are now in place for the Prison Rape Elimination Act passed by Congress a decade ago. Standards require independent audits in Idaho's prisons every three years in 12 categories.

IDOC has developed a policy that supports education, prevention, and response needed to establish zero tolerance for prison rape. A multi-agency group is studying how to comply with the law in the most cost-effective way.



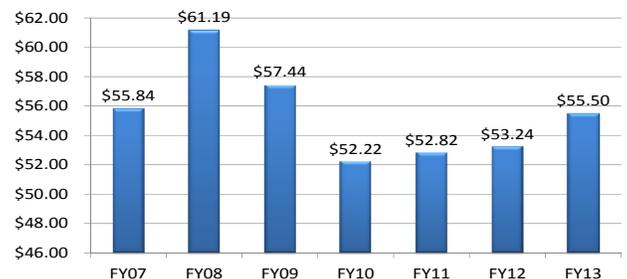
Prisons staff visit with law-makers during Corrections at the Capitol in January.

Idaho's Inmate Population
FY06-FY13



Idaho's inmate population grew 1.5% in FY13. The state moved 250 inmates to contract beds in Colorado last fall to manage capacity needs.

IDOC Prison Bed Cost Per Day
FY07-FY13



IDOC's cost per day increased \$1.26 in FY13. The majority of the increase was in contract costs. Bed costs remain lower than previous years.

Probation and Parole Division

The Probation and Parole Division supervises more than 14,400 probationers and parolees in communities across the state. The majority of this division's workforce are its 182 probation and parole officers. Other responsibilities include providing presentence investigations for the courts, and managing interstate compact offenders moving to and from other states.



DO NO HARM

Probation and parole adopted a philosophy of "Do No Harm" this past year. The message helped amplify the need to balance accountability with the value of a good therapeutic relationship in an ongoing effort to provide offenders the resources needed to transform their lives.

INCREASING CASELOADS

Maintaining the balance needed to be effective is difficult with the current caseloads.

Officers have an average caseload of 79 offenders. The caseloads have increased the past three years.



Officers verify offenders have housing, a job, and treatment access.

Management strategies to handle the increases include a new Limited Supervision Unit (LSU). Moving moderate and low risk offenders into the LSU allows more time for officers to work with high risk offenders.

Officers' responsibilities include verifying where offenders live, work, and verifying that they are following terms of their supervision and paying all fees. When the offender isn't following the rules, the officer starts a time-intensive violation process to get them back on track.

COST OF SUPERVISION

Probationers and parolees pay a cost-of-supervision fee of up to \$60 a month. IDOC collected over \$6.5 million in FY13. The money helps pay division salaries and operating costs.

During the Great Recession, 24 officer positions were shifted from the general fund to the cost-of-supervision fund. Collections were not adequate to fund all positions. As of FY13, three positions were unfilled due to funding issues.

PRESENTENCE INVESTIGATIONS

A statute change last session requires that presentence investigators provide drug and mental health screenings for all felony offenders. The expanded screenings will help treat offenders more effectively, but also increase the workload for investigators, drug and alcohol rehabilitation specialists and clinicians.

Idaho has 45 presentence investigators and provides 4850 investigations to the court each year.

INTERSTATE COMPACT

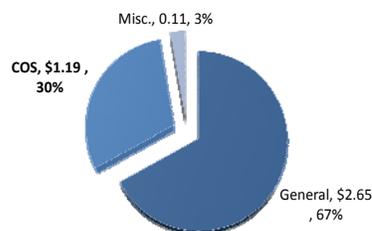
A national compact establishes rules for managing probationers and parolees in a state other than the one where they were convicted. Idaho sent 1,535 offenders to other states to be managed and received 498.

Idaho's Probation and Parole Population
FY08-FY13



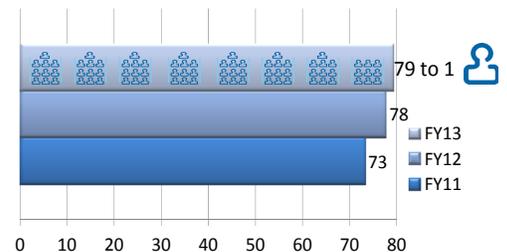
The supervised offender population increased 3% in FY13.

IDOC Supervision Cost per Day
Offenders' cost of supervision payments fund a third of the cost



The cost-of-supervision fee paid by offenders funds nearly a third of supervision costs.

Idaho Probation and Parole
Offender to Officer Ratio FY11-FY13



Caseload sizes increased the past three years. Officers now manage an average caseload of 79 offenders.



Education, Treatment & Reentry

In addition to education and treatment, this division manages four community work centers, reentry services, inmate movement, substance abuse treatment, health care services and the Sex Offender Management Board.

KAHN ARRIVES

Idaho inmates studying to finish their education have a new tool. The Kahn Academy provides an offline version of their popular math site. The first 20 students using the tool all passed their math GED tests the first time, a rare feat. The resource is being phased in statewide.

A total of 408 inmates received General Education Diplomas in FY13; Three received high school diplomas.

SUBSTANCE USE DISORDER EXPANDED

IDOC served 3,553 offenders with \$6.3 million in Substance Use Disorder (SUDS) funding in FY13.

IDOC anticipates SUD funding needs will increase since all Idaho felony offenders are now assessed for drug, alcohol and mental health needs before sentencing. IDOC hopes to begin serving parolees, an expansion of **approximately 1,100 offenders**.

PATHWAYS & MOVEMENT

Treatment pathways were established within prisons to address offenders' treatment needs. Pathways for offenders in communities are scheduled to deploy in March 2014. The pathways provide treatment specific to substance abuse, mental health and other factors that might cause an offender to recidivate.

Making sure inmates are in the right place to serve their treatment needs is essential. The Inmate Movement group made 16,800 moves in FY13 to achieve that goal.

FEDERAL COURT: BALLA LAWSUIT

A federal judge ruled a two-year monitoring period can begin in the agreement to end a 31-year-old lawsuit. Judge Carter issued the order in October 2013. The Balla class action lawsuit from the 1980's is over medical, mental health, and other housing conditions at the Idaho State Correctional Institution.



Pharmacy access was one Balla issue resolved.

MENTAL HEALTH

Inmate mental health needs continue increasing. A total of 33% of the inmate population, 2,500 inmates, have identified mental health needs.

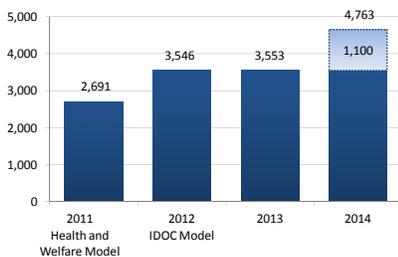
Behavioral Health Units for males and females provide a higher level of care for more acute needs, with the most secure facility at the maximum security institution for males, and in the Pocatello prison for females. The Department is developing a 1,3,5,7 year facility plan which includes a stand-alone mental health facility.

SEX OFFENDER MANAGEMENT BOARD

The Sex Offender Management Board continues work to enhance and standardize Idaho's sex offender delivery system. The Board just released adult standards for sex offender evaluations, treatment, polygraphers and supervision.

SUDS Unique Clients Served

FY11-FY13, FY14 with projected increase



Substance use disorder funding provided treatment and assessments for 3,553 offenders in FY13. Need is expected to increase.

Idaho Department of Correction

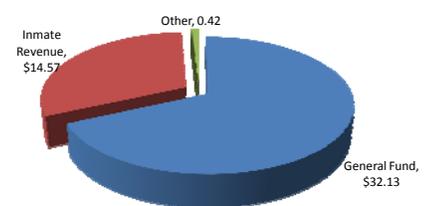
FY13 Average Cost By Service Type



Treating and supervising offenders costs 85% less than sending them to prison for a year.

IDOC Community Work Centers

Bed Cost, FY13



Four community work centers assist inmates' transition from prison to communities. The inmates find jobs and a portion of their wages helps pay bed costs.

Management Services Division

The Management Services Division is responsible for oversight of contract and jail beds which house nearly 40% of Idaho inmates. Responsibilities also include capital construction, fiscal, budget, payroll, research and information technology.



Inmates housed in Colorado are managed by this division.

CONTRACT ADMINISTRATION

The Contract Administration Unit develops and administers all major contracts. These contracts accounted for over \$70 million, 40% of the Department's budget.

A new healthcare contract awarded in November begins January 1, 2014. The contract group will soon request bids for a new operational contract for the Idaho Correctional Center and is developing a request for information for offender communication systems.

CONTRACT PRISON OVERSIGHT

The Contract Prison Oversight Unit is responsible for oversight of three contract prisons and county jails that house more than 3,000 inmates.

This year, the unit completed the contract oversight manual for the Idaho Correctional Center. The manual provided a structured monitoring process and was the catalyst for uncovering the falsification of staffing records by the ICC contractor.

CAPITAL CONSTRUCTION

IDOC received \$2 million in Permanent Building Funds. The construction group managed a pharmacy expansion at the Idaho State Correctional Institution and coordinated design of a new perimeter system at the Orofino prison.



The new pharmacy was added to the medical building.

MANAGEMENT SERVICES PROJECTS

The Management Services Bureau continues to improve data collection and analysis capabilities. One project refined data fields within the Correctional Integrated System to make the data collected more useful.

Another project implemented the WITS system with Health and Welfare. WITS is an electronic record for substance use disorder services that allows the agencies to track and manage treatment services.

INFORMATION TECHNOLOGY

Information Technology staff stabilized systems, replaced outdated equipment, and is now preparing to move the agency data center to the State Controller's Office. IDOC currently has a ratio of 61 staff to 1 IT staff, a third lower than other similar size agencies.

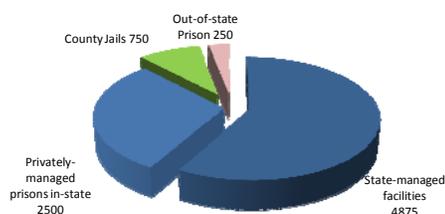
RESEARCH

The research group replaced outdated Access databases with a data warehouse. The move from individual databases to a centralized system improved data integrity. The database and a new forecasting model allow the agency to project population changes more accurately.

FISCAL, BUDGET & PAYROLL

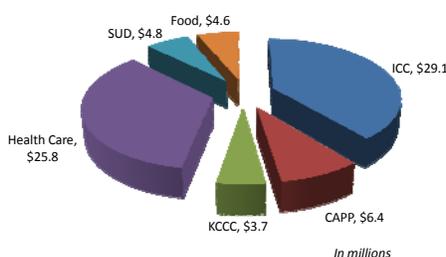
Fiscal is reviewing financial systems to help retire Reflections, a 1980's offender tracking system. The Budget group released a new personnel costs dashboard to manage payroll costs more effectively.

Idaho Department of Correction Capacity
Where are inmates housed?



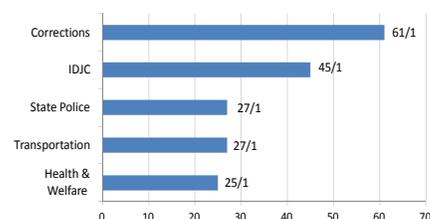
Contract facilities and county jails house between 35% and 40% of all IDOC inmates.

FY13 Contracts
Housing and Service Contracts over \$1 million



Housing and service contracts account for \$75 million of the Department's budget in FY13. The largest is the Idaho Correctional Center at \$29.1 million.

FY13 All Staff to IT Staff Ratios



The Department has less than half the IT staff of most other large state agencies. The ratio of 61 to 1 is the highest in the state.



LOOKING FORWARD, FY14 Goals

Safety First

- Develop a 1,3,5,7 Year Facility Plan
- Monitoring manuals for all contracts
- Classification changes

Promote Staff Success

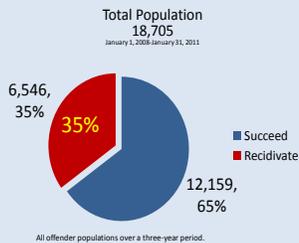
- Retain trained staff
- Standardize all officer training
- Increase the compa-ratio pay for staff

Reduce Recidivism

- Enhance risk-based supervision
- Enhance structured reentry
- Enhance CI training and reentry

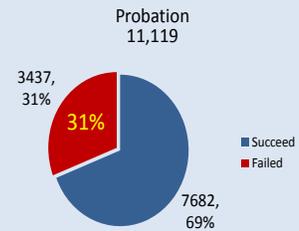
RECIDIVISM ANALYSIS

IDOC's Research Unit analyzed recidivism rates for all offenders completing sentences between January 2008, and January 2011.



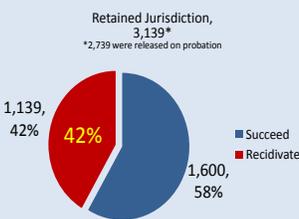
ALL OFFENDERS

A total of 18,705 offenders were studied. For all categories, the analysis found that 3 out of 10 Idaho adult felony offenders return to prison within three years of release.



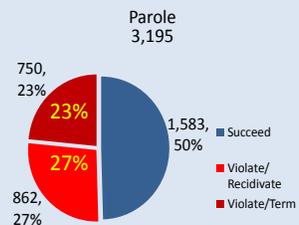
PROBATION

Probationers are the least likely to recidivate. A total of 31% recidivated. Probationers serve a suspended sentence in the community supervised by probation and parole officers.



RETAINED JURISDICTION

Retained jurisdiction offenders (riders) receive 90 to 365 days of treatment in prison before receiving probation or a term prison sentence. For those released to probation, the recidivism rate is 42%.



PAROLE

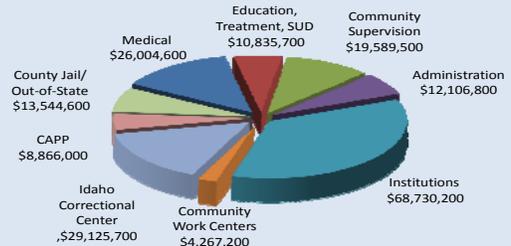
The Parole Commission determines if an inmate will be paroled to community supervision and sets rules for the parole. Technical violations as well as new crimes are considered recidivism.

The study was completed in June 2013.

BUDGET FACTS, FY13

The Department budget was \$193 million.

Housing inmates and providing medical care cost \$151 million, or 78% of the total budget.



FY13 OFFENDER STATS

Incarcerated 8,221 inmates		Supervised 14,437 offenders	
By Crime Group		By Crime Group	
Murder/Man.	5%	Murder/Man.	1%
Sex	19%	Sex	8%
Assault	21%	Assault	16%
Property	22%	Property	26%
Alcohol	9%	Alcohol	17%
Drug	24%	Drug	32%
By Status		By Status	
Term	81%	Probation	80%
Retained Jur.	15%	Parole	20%
Parole Violator	4%		
By Gender		By Gender	
Male	87%	Male	76%
Female	13%	Female	24%

Front page photo courtesy of Lieutenant Tim McKay
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