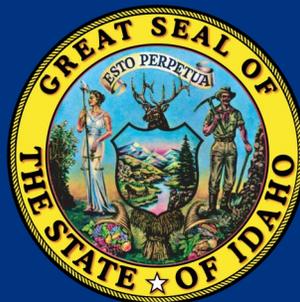


Idaho Department of Correction

Annual Report, Fiscal Year 2014



C.L. "Butch" Otter, Governor

Board of Correction

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

Kevin Kempf, Director



Idaho Department of Correction

Board of Correction

The governor-appointed Board of Correction made several significant decisions during fiscal and calendar year 2014.

On January 10, 2014, the Board of Correction unanimously approved Governor C.L. "Butch" Otter's recommendation that the agency assume operation of Idaho Correctional Center (ICC) when the private operator's contract expired on June 30, 2014.

The Board voted to rename the prison the Idaho State Correctional Center and approved renaming work centers to reentry centers. Board members also agreed to extend the medical contract for inmates to all facilities. In a blind bid process, the board selected Corizon, to provide medical services statewide. The new contract service began in January 2014.

In December, the agency's longest serving director, Brent Reinke, submitted his resignation to the Board. The Board appointed 19 year corrections veteran and Deputy Director Kevin Kempf as the new agency Director.



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

Board members are appointed by the governor and serve six-year terms.

Human Resources

The transition of the Idaho Correctional Center to state management had huge implications for the agency's human resource staff.

HR recruiters focused on hiring ICC staff into state service, while actively seeking new recruits. When hiring was completed, 68% of ICC staff were hired by the state.

Many current state prison staff received promotions as well, creating a domino of openings. In the last six months of FY14, the agency made more than 600 job offers, nearly double the normal number.

TRAINING

The agency and Peace Officer Standards Training Academy (POST) tested a new model for calendar year 2014. It reduced training hours for officer academies from 5 to 4 weeks, and nearly doubled training capacity from 165 to 300 officers annually.

The agency is analyzing the results and evaluating additional adjustments to increase training and retention success.

TURNOVER

Even as the agency worked on staffing ICC, hiring continued for the usual turnover. In FY14, 1 in 4 officers left the agency.

Turnover Impacts Security



64% of officers have less than 2 years of experience.

New Correctional Officers graduate, June 2014

The churn impacts security.

Nearly two-thirds of officers in Idaho prisons today have less than two years of experience on the job, creating a security risk.

A cause analysis resulted in an action plan to help mitigate this risk. Another strategic initiative underway includes a review of officer career ladders from entry to retirement. The goal of this

review is to further develop alternatives for reducing turnover, and enhancing facility safety.



Idaho's Premier Black Hat Agency

Director's Message

MEET KEVIN

I am humbled the Board of Correction appointed me to lead this agency and am excited about the opportunities ahead.

While I'm new to the Director's position, I have 19 years of service in this agency, and my heart is in corrections. I began my career as a correctional officer at Pocatello Women's Correctional Center. I have served as a parole officer, an investigator, section supervisor, district manager, warden, chief of prisons and deputy director.

My message to staff is to laser focus on the mission. Our success will be measured by achieving our mission to promote a safer Idaho by reducing recidivism.

JUSTICE REINVESTMENT

This year marked significant changes in agency and criminal justice history.

Idaho Justice Reinvestment Goals



All 105 lawmakers and the governor approved the Idaho Justice Reinvestment Initiative. The statutory changes seek to focus prison beds on the highest risk offenders, strengthen supervi-



Kevin Kempf
Director

sion, and track the effectiveness of the programs and tools used for offender change.

Interagency teams from all three branches of government working to implement this change have made significant progress. Training is now underway to equip staff with new tools to manage offenders in a more evidence-based way.

ICC TRANSITION

Another significant change this past year was the transition of Idaho's largest prison from private contract to state management. The team in charge set forth a mission to make a seamless, safe transition of operations. They accomplished the initial goal on July 1, 2014, but much work remains in the months ahead.

TURNOVER

The biggest challenge into the future remains turnover in the security ranks. High turnover continues with 1 in 4 officers leaving the job. The agency isn't standing still, we have some options to help stem this turn-over tide.

I am proud of the professionals who work diligently to carry out our mission. They fuel the engine, protect the public and make IDOC great.

Kevin Kempf, Director
#LetsGo

IDOC Mission, Vision and Values

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

Prisons Division

OVERVIEW

The Prisons Division responsibility grew this year. This division now manages nine prisons across Idaho, one prison is operated by contractors through the Management Services Division. At fiscal year end, 8,120 inmates were under the jurisdiction of the Idaho Department of Correction.



PRIVATE FACILITY TRANSITIONS TO STATE

The Board of Correction decision to assume operations of the Idaho Correctional Center launched a six-month project using the Incident Command System.

The July 1, 2014, change shifted 25% of Idaho's prison beds from contract to prisons division oversight, increasing responsibility from 4,855 beds to 6,935 beds.

The transition increased department staff by 18% from 1610 to 1960 employees.



Warden Randy Blades and Warden Jason Ellis shake hands, signaling the ICC transition from private to state operation. Director Reinke looks on.

Stability is important in the correctional environment. Warden Randy Blades and his leadership team held meetings with inmates in the facility to communicate that no major operational changes were planned.

At midnight, July 1, 2014, the facility became Idaho State Correctional Center. The goal of a seamless transition was completed.

The prison leadership is reviewing classifications, bed use and security practices to ensure consistency within IDOC facilities.

NEW UNIFORMS

The blue uniform worn by correctional officers for decades is now reserved for special occasions. Officers are now issued black polo shirts and tan pants. The uniform phase-in began in May. The new uniforms cost less than the blue uniforms, and are more comfortable.

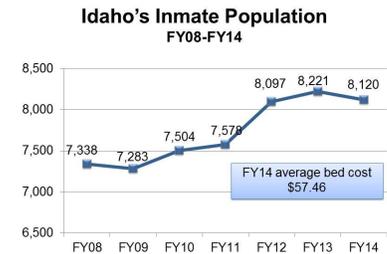
IPREA

Prisons continues to work with Governor Otter's Task Force on Zero Tolerance of Sexual Assault Against Incarcerated Persons. The group is developing Idaho-specific Prison Rape Elimination Act (IPREA) standards, based on the national standards.

IDOC remains committed to zero-tolerance and prevention of prison rape.

MILESTONES

Five Idaho prisons are marking major milestones. The Idaho State Correctional Institution opened in December 1973, and the North Idaho prison opened in 1974. The Orofino prison opened in 1984, the Idaho Maximum Security Institution opened in 1989, and the Pocatello Women's Correctional Center opened in 1994.



Idaho's inmate population decreased during FY14. The cost per day increased by \$1.94 largely due to increased medical costs.



Record numbers of officers were trained.



The Idaho State Correctional Institution marked 40 years of service.



The Idaho Correctional Center transitioned to state operation and received a new name.

Probation and Parole Division

The Probation and Parole Division supervises 13,730 probationers and parolees in Idaho communities. The division's 188 probation and parole officers represent the majority of staff. The most significant undertaking this fiscal year was the implementation of Senate Bill 1357, a significant change in Idaho offender management.



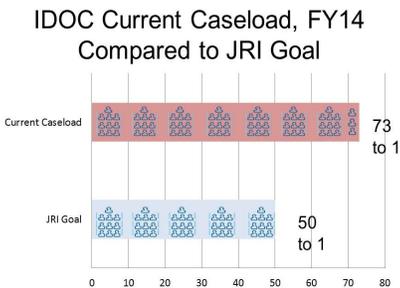
IDAHO JUSTICE REINVESTMENT INITIATIVE
 Probation and parole staff statewide are starting to see the first waves of the Idaho Justice Reinvestment Initiative (JRI). Senate Bill 1357 offers new tools for offender change, and more officer time for offender supervision.

IDAHO RESPONSE MATRIX

The biggest change is the Idaho Response Matrix. The matrix establishes guidelines for rewarding change and sanctioning negative behavior. Officers used a matrix in the past, but the new tool offers more choices and requires consistency in statewide.

The matrix, combined with added training to reinforce motivational interviewing and assessment-based decisions, will move Idaho to a more evidence-based approach.

CASELOAD SIZE, LIMITED SUPERVISION



The average caseload today is 73 offenders per officer, still well above the 50 offender JRI goal.

Some officers working with Problem Solving courts and those managing sex offender caseloads have lower caseloads. However, officers with general caseloads manage much higher caseloads, many manage over 100 offenders.

The Division is reviewing offenders for possible discharge or placement on the Limited Supervision Unit (LSU). The LSU managed 280 cases at the end of FY14. That is expected to increase significantly over the next few years, allowing officers to focus on the high need offenders.

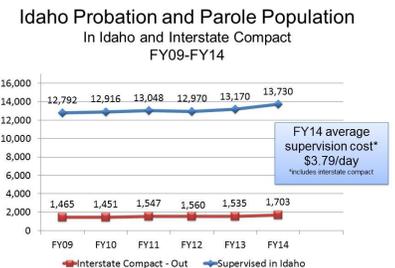
COST OF SUPERVISION

Offenders pay up to \$60 a month in supervision fees. In FY14, those fees helped pay a third of the cost of supervision. The legislature moved 19 officers to general fund appropriations last year to reduce reliance on the fees.

INTERSTATE COMPACT

A total of 1,703 supervised offenders from Idaho transferred to other states under the national Interstate Compact. Idaho received 567 offenders from other states.

Interstate Compact parolees managed out of state were not counted in IDOC supervised offender totals in previous years. This resulted in an under-reporting of approximately 480 offenders. This chart amends the numbers.



The division also provided 4,730 presentence investigations to the court in FY14. As required by SB1357, each report now includes a recidivism estimate based on risk.



Senate Bill 1357 was signed into law, creating major changes for the way Idaho manages supervised offenders.



Probation and parole officers are sworn in at the POST academy.



SB1357 adds more training requirements for officers.

Education, Treatment & Reentry

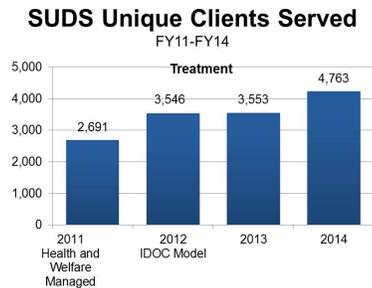
The Education, Treatment and Reentry Division manages the three functions in its title. Oversight includes four community reentry centers, inmate movement, substance abuse treatment, health care services and the Sex Offender Management Board. This division is also very involved in implementing criminal justice system changes outlined in SB1357.



SUDS EXPANSION & JUSTICE REINVESTMENT EDUCATION

The Department expanded treatment for parolees in FY14 after receiving additional funding for substance use disorder treatment. The Substance Use Disorder (SUD) funds treated nearly 4,800 offenders, a 1,200 person increase over FY13.

A gap analysis will determine whether additional funding for programs could help speed inmate releases, or prevent recidivism. The gap analysis will be reported yearly as required by Senate Bill 1357.



A total of 393 inmates received GEDs in FY14.

Changes to the General Education Diploma test make it harder to earn the certificate. Education staff are developing new tools to better prepare inmates for the more rigorous testing. A GED helps increase offender success.

HEALTH CARE SERVICES

The health services contract expanded to all state facilities effective July 1, 2014, becoming the agency's largest single contract. The infrastructure work is underway to launch an electronic health records system in 2015.

Other significant JRI tasks include norming the Level of Service Inventory-Revised (LSIR). The needs assessment allows judges, probation and parole officers and treatment professionals to understand each offender's risks and what programs are needed. Norming the LSIR is calibrating the tool to make certain it is correctly measuring an offender's risk to reoffend.

BALLA

The federal judge in the Balla settlement case restarted the two-year monitoring period effective June 2014. Agreement language cited by the plaintiffs caused the judge to amend the monitoring start date.

REENTRY

Idaho's work centers have a new name. The Board of Correction approved calling four facilities community reentry centers.

New research shows, Idaho inmates who went to a reentry center prior to release were 5% less likely to recidivate than those who released directly from prison.

SEX OFFENDER MANAGEMENT BOARD (SOMB)

The SOMB developed legislation to implement a tiered registration for sex offenders. Members also continue to develop a risk-based classification.

The legislature established the nine-member board in 2011 to set policies and standards for sex offender management in Idaho.



Work centers were renamed reentry centers to focus on their main mission.



A treatment program at the parole release center in Boise.



A total of 393 Idaho inmates received GEDs during FY14.

Management Services Division

The Management Services Division is responsible for oversight of contract and jail beds. Responsibilities also include capital construction, fiscal, budget, payroll, research and information technology. Many staff in this division were pivotal in the Idaho Correctional Center transition.

CONTRACT ADMINISTRATION

The Contract Administration Unit develops and administers all major contracts. In fiscal year 2014, these contracts accounted for \$80 million of the budget.

The contract unit monitored 40% of IDOC beds during fiscal year 2014, but with the transition of the Idaho Correctional Center (ICC), that was reduced to 16%, or approximately 1,400 beds effective July 1, 2014.

This unit continues to monitor the contract beds in Colorado, at the Correctional Alternative Placement Program (CAPP), and in county jails.

With the transition of ISCC, the contract prison oversight unit was reduced by three monitors. Some services at ISCC were contracted including food service, medical, phone and commissary.

A new phone provider began service for IDOC prisons on October 1, 2014. The new contract includes a standard 14-cent per minute rate for all facilities and meets the new Federal Communication Commission cap.

CAPITAL CONSTRUCTION

One of the most visual construction changes managed this year was a new lighting system at the Idaho Maximum



A new lighting system at the Idaho Maximum Security Institution increases visibility.

Security Institution. The new systems will save about 1.6 million kilowatt hours of electricity each year when installed at all prisons.

IDOC received \$2.5 million in permanent building funds. Major projects completed included HVAC system replacements and a security door control system replacement at the Idaho State Correctional Institution.

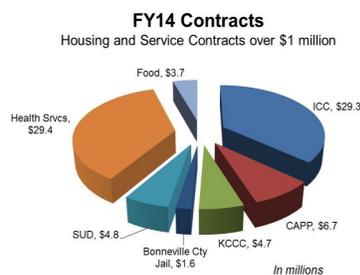
MANAGEMENT SERVICES

The Management Services Bureau focused on implementing a data warehouse and helped map Justice Reinvestment data needs.

The fiscal and budget units are working together to develop standardized reports to allow facility managers to compare and trend costs against appropriations.

INFORMATION TECHNOLOGY

The information technology group moved the data center to the State Controller's Office. Reliance on data systems is increasing, and the off-site location reduces risk by providing a back-up. The software application team is developing new system requirements related to JRI.



Management Services staff helped inventory everything from radios to plastic chairs for the ICC transition.



From uniforms to handcuffs, purchasing, human resources and prisons equipped new officers for the ICC transition day.



IT is developing an on-line reporting system so officers can focus most efforts on high risk offenders.



JUSTICE REINVESTMENT IN 2015

“There’s nothing plug and play about this.”

Probation and Parole Chief Henry Atencio

Justice Reinvestment changed 20 Idaho statutes. The steering committee approved IDAPA Rules in November creating an Idaho Response Matrix and the limited supervision unit for offenders. Now the work really begins.

Goal 1



Strengthen Supervision

With Rules complete, all officers will be trained. Caseloads need to be lowered so officers can be proactive instead of reactive. IT applications are being developed to help track offenders and results.

INITIATIVES AHEAD IN 2015 INCLUDE:

Training

- Level of Service Inventory-Revised (LSI-R)
- Motivational Interviewing
- Idaho Response Matrix

IT Development

- Matrix tracking, reprogramming existing system
- Web-based Reporting application (Limited Supervision Unit)

Reducing Caseloads

- Review of caseloads for discharges
- Move appropriate cases to the Limited Supervision Unit

Goal 2

Prisons Beds for High Risk



The statutory changes seek to put only high risk offenders in prison.

Parole Violator

- Cap at up to 90 days, 1st violation
- Cap at up to 180 days, 2nd violation

Goal 3



Track Effectiveness

The final goal requires gathering data, measuring results, and adjusting to make the system as effective as possible.

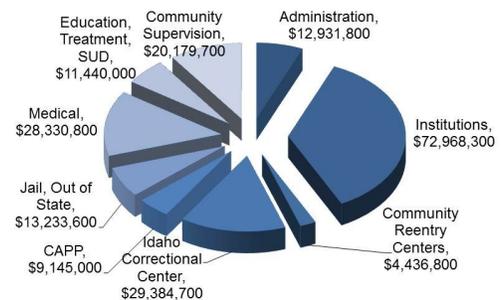
Upcoming Required Reporting

- Community Treatment Gap Analysis, January 2015
- Release Report, February 2015
- Recidivism by Program, November 2015
- Incarceration Savings Report, February 2016

BUDGET FACTS, FY14

The Department appropriation in FY14 was \$202,050,700. Inmate housing and medical care cost \$157.5 million, or 78% of the total budget.

IDOC Expenditures by Division FY14



OFFENDER FACTS, FY14

Incarcerated 8,120 inmates		Supervised 15,433 offenders	
By Crime Group		By Crime Group	
Murder/Man.	5%	Murder/Man.	1%
Sex	19%	Sex	7%
Assault	21%	Assault	16%
Property	22%	Property	27%
Alcohol	8%	Alcohol	17%
Drug	25%	Drug	32%
By Status		By Status	
Term	79%	Probation	82%
Retained Jur.	15%	Parole	18%
Parole Violator	4%		
By Gender		By Gender	
Male	87%	Male	76%
Female	13%	Female	24%

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