

# Idaho Department of Correction

## Annual Report FY10

Partnerships



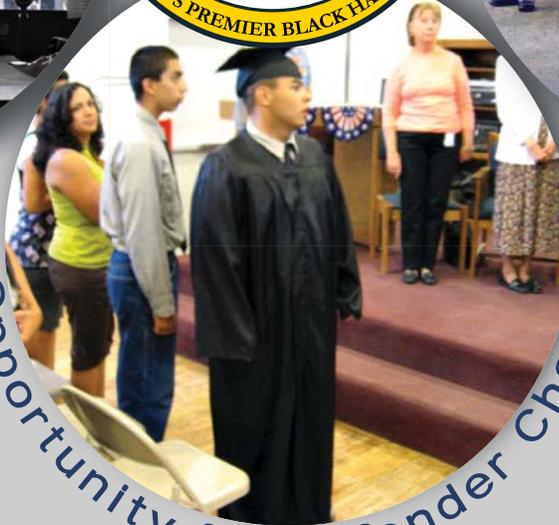
Safety



Accountability



Opportunity for Offender Change



C.L. "Butch" Otter, Governor

Brent D. Reinke, Director

Board of Correction

Robin Sandy

Jay Nielsen

J.R. Van Tassel



# Idaho Department of Correction

## Board of Correction



Robin Sandy



Jay Nielsen



J.R. Van Tassel

The Department of Correction manages more than 21,400 offenders and employs 1,595 dedicated professionals. The three-member Board of Correction is appointed by the Governor and provides oversight to the department. Board members serve six-year terms.

Board members are Chairman Robin Sandy, Vice-Chair Jay Nielsen, and Secretary J.R. Van Tassel.

Sandy was appointed in July 2006. Nielsen was reappointed in January 2008. Van Tassel joined the board in January 2010.

## Director's Message

**Status quo won't do in tough times. So the Department pushed the "Reset" button the past three years.**

In 2009 and 2010, "No Growth" and "Controlled Growth" efforts worked to slow offender growth. The combination of finding efficiencies and making certain offenders were in the right bed cut historic growth levels in half, from 6 percent to 3 percent. As a result, Idaho will have to build fewer new prison beds.

Idaho leaders said yes to sentencing options that make economic sense. The Correctional Alternative Placement Program (CAPP) opened, providing 90 days of treatment in lieu of longer prison sentences. The Therapeutic Community Retained Jurisdiction Program cuts in half the amount of time inmates must serve to receive treatment.

Since these new sentencing options went into effect early in FY11, the inmate population has dropped. As of December 2010, we have fewer inmates in Idaho prisons than we did at the beginning of this fiscal year.

The latest corrections reset came in December 2010 as the Department streamlined from four divisions to two. This Department has never been more efficient, but what works today won't work tomorrow. We must right-



size for the harsh budget realities.

In addition to the new, streamlined organizational structure, IDOC is launching new initiatives to cut its costs even further.

Management Services has been charged with centralizing purchasing.

The Operations Division has been tasked with finding more ways to help offenders successfully transition from prison back to their communities.

The solid foundation that keeps Idaho safe are the employees of the Department, the Black Hat crew. Daily, these officers secure prisons, and keep offenders on track in communities. My hat is off to all IDOC staff who have stayed focused on safety for Idaho, even while absorbing thousands of hours of furlough to help balance the budget.

Pressure is starting to impact staff as turn-over increases. But we continue to ask staff to remain focused on our mission of public safety. The core mission must remain as our key guiding principle. It's important that we all make certain a short-term crisis doesn't lead to long-term consequences.



Brent D. Reinke



### Resetting the Organization

The Department reorganized from four divisions to just two.

The change took effect December 3, 2010.

Board of Correction

Director

Operations

Management Services

Prisons, Community Corrections  
Education, Treatment & Reentry  
Community Work Centers

Human Resource Services, Fiscal Services  
Information Technology, Construction  
Contract Monitoring, Contract Administration



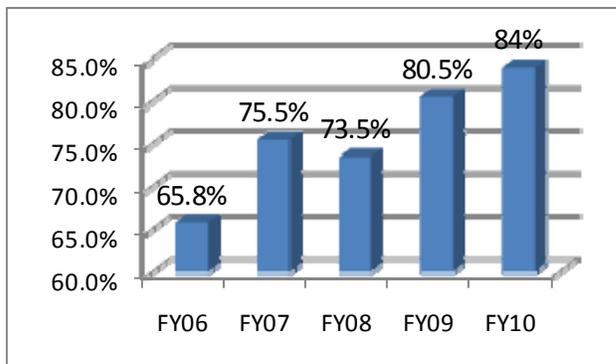
## Human Resource Services

### Careers in Corrections

The Department retained correctional officers at its highest level in a decade in FY10. Retaining correctional officers was a huge concern for the Department in 2006 when nearly a third of uniform staff left. Retention of all other IDOC staff was 87%. Employee retirements were one of the top reason for turnover in FY10.

Early indicators for FY11 show correctional officer turnover increasing significantly. It costs \$14,500 for the first two months of training associated with hiring a new officer.

### IDOC Correctional Officer Retention Rates



Correctional officers graduating from the five-week Peace Officer Standards Training Academy.

### Training

Cutbacks forced reductions in the training budget. To help lower costs, the Department implemented an internet tool for some training. The first training provided with Survey Monkey saved the Department approximately \$50,000 over traditional training methods.

*Correctional officer retention is essential to facility safety. Officer retention increased by 3.5% in FY10.*

The Department cancelled several academies in FY10 because of low turnover and a decision to hold positions open in case of additional holdbacks. When hiring began in FY11, the Department worked with POST to provide three back-to-back academies for 134 correctional officers. The decision to delay academies until the new fiscal year increased overtime needs significantly.

IDOC's Final Tally, FY10	
103	Positions reduced
78,523	Furlough hours taken
\$1.8 million	Furlough savings
367	Added offenders in prisons & communities

### Reduction in Force

Since the economic crisis began, the Department has eliminated 71 full-time equivalent positions and 32 temporary positions.

The largest group impacted in FY10 was food service staff. Eight positions were eliminated. Seven of the staff were able to move into other positions held open in anticipation of the layoffs.

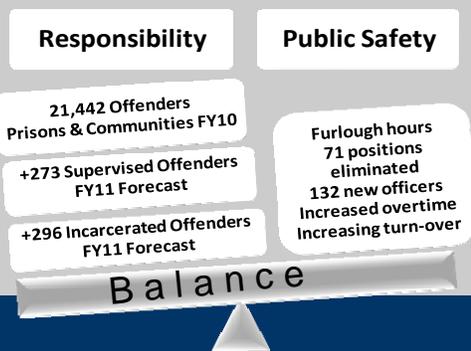
### Furloughs

Department employees have helped balance the budget through furloughs. Staff took a total of 78,523 hours of furlough in FY10, a savings of \$1.8 million. Because of furloughs staff have seen a 1 to 4 percent reduction in pay. Correctional officers were required to take fewer furloughs than staff in other areas of the Department.

### Balancing Safety and the Budget

Maintaining balance is essential to public safety. Added responsibility with fewer staff and required furloughs impacts security operations in facilities and the community.

The Department continues to focus on eliminating furloughs for staff.





**The Black Hat Mission:** To protect Idaho through safety, accountability, partnerships and opportunities for offender change.

# Prisons Division

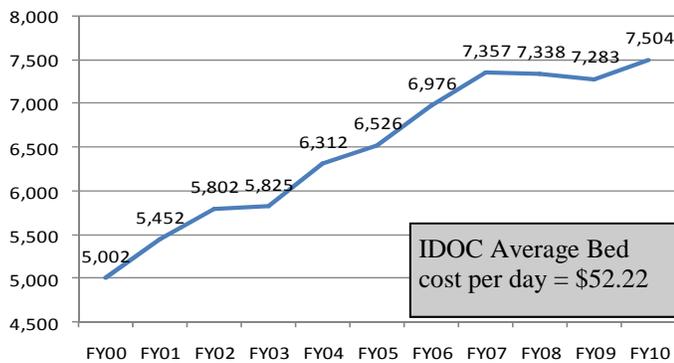
## Overview

The Prisons Division manages eight state correctional institutions and one community work center. Correctional officers make up the largest portion of the Department's workforce.

## Controlled Growth Initiative Succeeds

After two years of no inmate growth, Idaho's inmate population increased 3 percent in FY10, less than half historic rates. A focus on improved systems and partnerships were part of the initiative to slow growth.

### IDOC Incarcerated Offender Population



Historically, IDOC has experienced 6 percent growth in incarcerated offenders. In fiscal year 2010, the incarcerated population grew just 221 inmates, a 3 percent growth rate.

## Cost Cutting

Idaho's prison bed cost dropped by nearly 9 percent in FY10 from \$57.44 to \$52.22. Key contributors to lowering the per day bed cost were the implementation of a new contract at the Idaho Correctional Center. A low-cost unit opened at the Idaho State Correctional Institution, reducing bed costs at the largest state-run facility.

Staff furloughs also reduced costs. Furloughs accounted for a .54 of the drop in the cost per day.

## Meal Costs

One focused effort to cut costs was in food service. The Department cut the food budget by \$1 million by changing menus, reducing food service staff and putting more inventory controls in place.



**IDOC Meal Cost .06 lower**

*Controlling portions for meals and changing the menus helped reduce costs.*

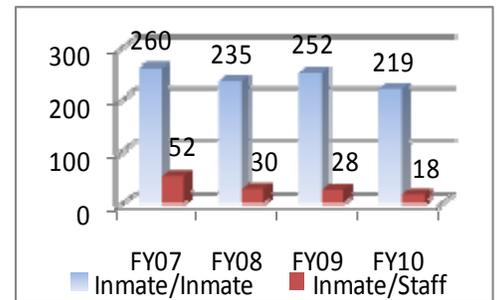
Each meal served cost .94 at the beginning of the FY10, by year end each meal cost .88.

## Safety

Safety is the number one priority for facilities state-wide. Assaults in Idaho's prisons decreased by 15 percent last year.

The Department aggressively investigates and prosecutes assaults to help maintain safety.

### Inmate Assaults FY07-FY10



The chart illustrates all assaults involving inmates under the Department's jurisdiction. It includes inmates housed in facilities run by contractors.

More than 80 percent of assaults in prison are gang-related.



## Security to the Max

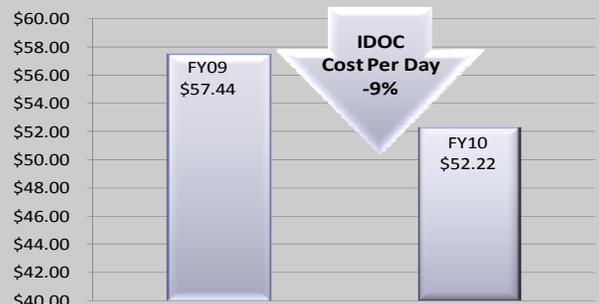
To better manage violent inmates, the Department converted the maximum security prison to all administrative segregation beds.



## Prison Bed Cost Per Day

The cost of housing an inmate dropped 9 percent between FY09 and FY10.

Low cost beds at two facilities, staff furloughs, and reduced meal costs all helped lower the per day cost.



# Management Services Division

## Overview

The Management Services Division provides business services. Services include budget, fiscal services, offender placement, central records, dietary services, information technology, grants, review and analysis, contract management, facilities services, the Virtual Prison program, quality assurance, auditing and Correctional Industries.

## Construction

The Department's construction unit helped the Correctional Alternative Placement Program (CAPP) facility meet a June 2010 completion target.

The Department added a second fence around the South Idaho Correctional Institution to allow flexibility of inmate placement at the minimum security prison. The \$2.4 million project came in \$1 million under budget.



Contractors add a second fence around the minimum security facility south of Boise.

Another major initiative, the Idaho Secure Mental Health Facility, was mothballed. The reverted funding on the mental health facility and fence helped the state manage budget shortfalls.

## Idaho Correctional Industries



Correctional Industries newest product is the Wrap-a-Lap.

Idaho Correctional Industries teaches offenders soft and hard job skills in various vocations. Industries include furniture, signs, decals, print, metal fabrication, upholstery, CAD design, license plates and a new garment shop.

The garment shop is located at the Pocatello Women's Correctional Center.

## Contract Monitoring

Contract monitoring staff manage and monitor approximately 2,500 inmates housed in private facilities and county jails.

This area also oversees inmate transport and moves 1,500 inmates each month.



A transport team moves inmates to the CAPP facility.

## Quality Assurance: Accountability

The Department's Quality Assurance group initiated the new contract with the Correctional Alternative Placement Program (CAPP) and the new medical contract with Correctional Medical Services.

The Quality Assurance group also performed 15 audits in FY10, including grant, attestation and policy audits. The audits measure the effectiveness and efficiency of the Department's management system, which is comprised of policies, measurable goals, allocated resources, and business processes.

## Fiscal

Fiscal Services' restructuring to centralize key financial services to Central Office is complete. The consolidated process allows for concise and timely reporting, more accountability with spending.

## Information Technology

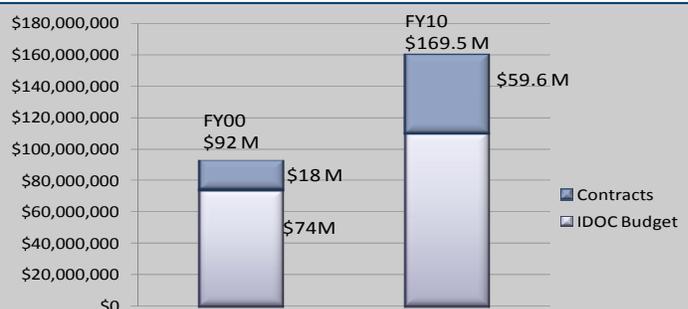
The Information Technology group is implementing bar coding to track inmate meals as part of the cost-savings associated with food service reductions. The bar code will help make certain no one returns for seconds.

The Correctional Integrated System (CIS) project team is developing a presentence investigation module to share presentence reports with the courts electronically. CIS is a web-based inmate management system.

## Contract Costs Increase

In FY00, 19 percent of the Department's budget went to contractors. By contrast, 35 percent of the FY10 budget went to contract services.

The three largest providers are Corrections Corporation of America, Management Training Corporation and Correctional Medical Services.





**The Black Hat Vision:** To be valued by the citizens of Idaho as a partner and leader in management, research, treatment and prevention of criminal behavior.

# Community Corrections Division

## Community Safety

The Community Corrections Division supervises nearly 14,000 probationers and parolees in seven districts statewide, manages four community work centers, and provides pre-sentence investigations to the court. The division also oversees the interstate transfer of offenders on probation or parole.



Probation and parole officers partnering with Nampa police.

## The Matrix Keeps Working

Developed with the parole commission and courts, the division's violation matrix provides enhanced options officers can use when someone is violating their parole.

If there is an alternative to a parole violation, it will be used. If there are no safe options, the offender will go to prison.

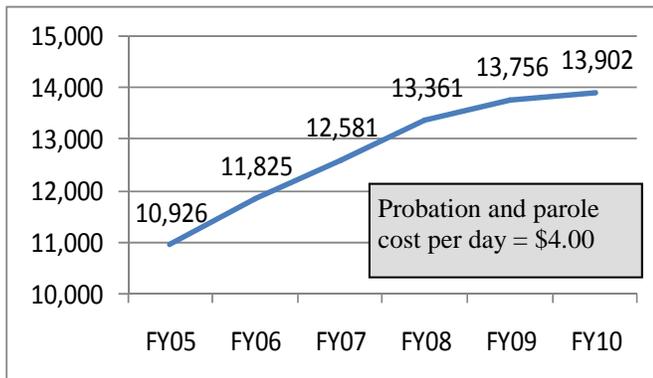
The matrix and other Community Corrections efforts have reduced probation revocations by

almost 5 percent in the past three years. From 2008 to 2010, 520 fewer probationers revoked probation and went to prison. This represents \$18.7 million in cost avoidance for the state.

## Controlled Growth

This division's focus on controlling growth helped slow probation and parole population increases. In FY07, this group grew by 780 offenders. In FY10, the change in approach slowed the influx to just 146 new offenders.

### IDOC Supervised Offender Population



The number of offenders supervised in communities grew by just 1 percent in FY10. The supervised offender population is expected to increase by 4.8 percent in FY10, a rate of 55 offenders per month.

Community correction remains a value at just \$4 per day to manage an offender, compared with \$52.22 for a prison bed.

## Community Work Centers

Five community work centers (CWC's) help inmates transition from prison to the community. Inmates housed in CWC's live in the state facility and work in the community. Thirty-five percent of the money those inmates make goes back to the state to help pay the CWC costs.

The Department increased the CWC fees, but still saw income drop as offenders struggled to find jobs. Receipts were \$1.93 million in FY10, compared with \$2.06 million in FY09.

## Pre-Sentence Investigations and Interstate Compact

The division provided 4,823 presentence investigations to courts statewide. These offender backgrounds help judges make sentencing decisions.

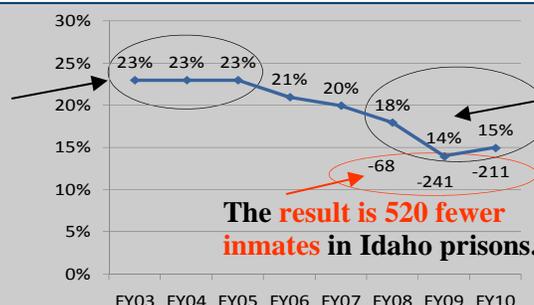
The division also manages offenders on Interstate Compact. The national compact outlines rules for transfer of supervision between states.

Interstate Compact Offenders 12/1/10	
Idaho offenders supervised in other states	1,451
Out-of-state offenders supervised in Idaho	582



## Violation Matrix Results

Before the violation matrix, 23 percent of probation violators went to a prison term sentence.



With the violation matrix, 16 percent of violators go to a prison term sentence.

**The result is 520 fewer inmates in Idaho prisons.**

# Education and Treatment Division

## Overview

The Education and Treatment Division provides education and treatment services to incarcerated and supervised offenders and oversees medical and mental health services.

## New Pathways

This division helped launch two new treatment options for offenders, creating a trio of sentencing options.



The first class begins 500 hours of treatment at the Correctional Alternative Placement Program.

The Correctional Alternative Placement Program (CAPP) and Therapeutic Community Retained Jurisdiction Program join the traditional Retained Jurisdiction Program as short-term sentencing and treatment options.

The Trio offers treatment in 90, 120 and 270 days instead of the traditional 2.7 years it takes for a term offender.

CAPP is a new facility. The other program was added to current facilities with existing resources.

## Treatment Pathways

During FY10, the division refined Treatment Pathways. The Pathways guide inmates to the facility and bed that best fits their program needs. Each pathway has specific criteria so the case manager can direct the inmate to the right bed.

In FY10, the Department logged 8,408 program completions by offenders. New program completion measures will reflect the new pathways. Since Pathways combine a series of programs into one pathway, individual completions will go down, but success will increase.

The Department provides an evidence-based, best practices continuum of programs.

## Inmates Ready for Release

Having inmates ready for parole saves money. In FY10, 87 percent of term inmates\* completed their case plan for programs before their parole eligibility date. That means if parole commissioners grant release, the inmates are ready to go.

\*Inmates in their first term status who have at least one year of incarceration time prior to their parole eligibility date.

*Idaho's Premier Black Hat Agency introduces  
A Trio of Options  
for Offender Treatment*



**90-day**

Correctional Alternative Placement Program  
"CAPP"  
90 days



**120-day**

Retained Jurisdiction Program  
"Traditional Rider"  
120-180 days



**270-day**

Therapeutic Community Retained Jurisdiction Program "TC Rider"  
270 days

## The Basics

Statewide, 492 incarcerated offenders received GEDs during FY10. Completion of education remains one of the best ways to reduce offender risk.



Director Reinke congratulates a graduate at ICC.

## Mental Health and Medical Services

This division also manages medical and mental health services for state inmates. Correctional Medical Services was awarded the new contract for dental, medical and psychiatric services.



An inmate receives a GED at the North Idaho Correctional Institution.

The contractor serves approximately 5,000 inmates housed in Department facilities and the CAPP facility. The cost for FY11 is \$12.15 per inmate per day.

The Department provides the bulk of mental health services.



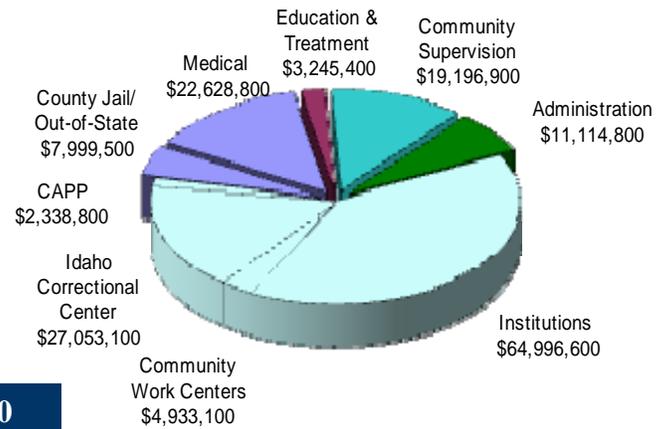


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## Budget Facts

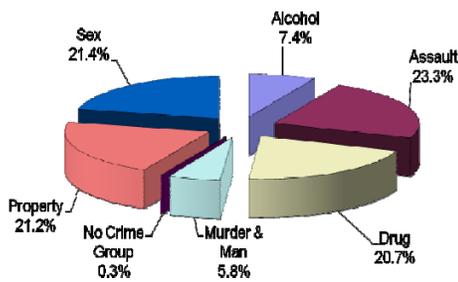
The Department spent \$163.5 million in FY10. Sixty-four percent of the total budget pays to house inmates. The original FY10 budget prior to reductions was \$167.5 million.

## FY10 Expenditures by Division and Function

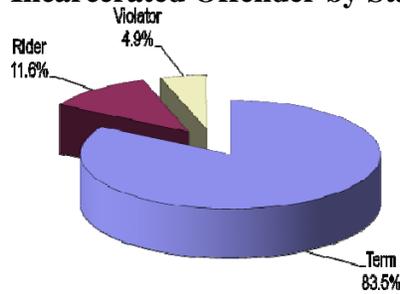


## Population Facts, Incarcerated Offenders, June 30, 2010

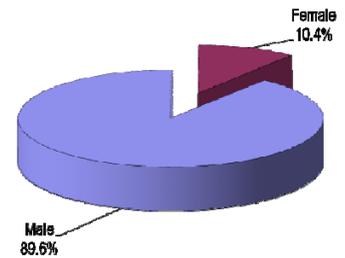
### Incarcerated Offender by Crime



### Incarcerated Offender by Status



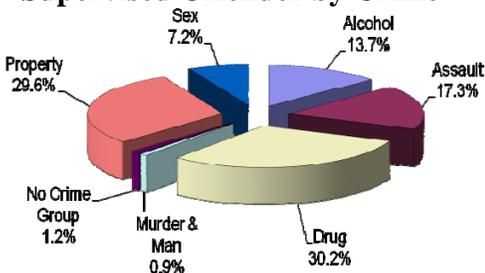
### Incarcerated Offender by Gender



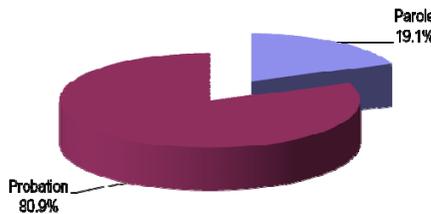
There were 7,504 incarcerated offenders under the jurisdiction of the Department as of June 30, 2010.

## Population Facts, Supervised Offenders, June 30, 2010

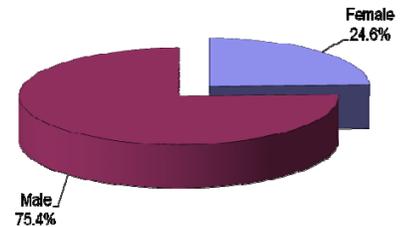
### Supervised Offender by Crime



### Supervised Offender by Status



### Supervised Offender by Gender



There were 13,902 offenders under community supervision as of June 30, 2010. Of those, 2,847 offenders were under parole supervision, and 11,055 offenders were supervised on probation. The population charts are from the IDOC June Standard Report. The Review and Analysis group publishes the statistical report online each month at [idoc.idaho.gov](http://idoc.idaho.gov).