

**State of Alaska
FY2004 Governor's Operating Budget**

**Department of Corrections
Administration & Operations
Budget Request Unit Budget Summary**

Administration & Operations Budget Request Unit

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BRU Mission

To protect the public by confining, supervising, and rehabilitating offenders under the custody of the department.

BRU Services Provided

- I. Population management and inmate movement.
- II. Inmate classification and furlough.
- III. Financial monitoring and direction.
- IV. Human resources and payroll.
- V. Information technology services.
- VI. Inmate medical, psychiatric services and inmate behavioral modification programs.
- VII. Probation and parole services.
- VIII. Specialized services within the continuum of correctional management.
- IX. Facility maintenance, renovation, renewal and repair.
- X. Community jail contracts.
- XI. Oversight of Out-of-State and Community Residential Center contracts.
- XII. Point MacKenzie correctional farm.
- XIII. Correctional industry programs for inmates.

BRU Goals and Strategies

1. MANAGE OFFENDERS IN A WAY THAT PROTECTS PUBLIC SAFETY.

To do this, the Department will:

- Continue to implement its long-range population management plan to prevent overcrowding in the in-state correctional facilities, including expansion of regional correctional centers, maintaining high utilization of community residential center (CRC) beds;
- Supervise offenders on probation or parole commensurate with their risk and program needs, including neighborhood-based community supervision and treatment services and enhanced supervision of felony DWI offenders on probation.

Performance measures for these goals include:

- Maintain inmate populations within the maximum capacity of each institution;
- Minimize the number of major incidents;
- Increase probation and parole supervision of offenders through monitoring, treatment and accountability programs.

2. PROVIDE SERVICES AND PROGRAMS THAT AFFECT POSITIVE CHANGE, STRUCTURE OFFENDER TIME, AND FACILITATE SUCCESSFUL REENTRY OF OFFENDERS INTO COMMUNITIES.

To do this, the Department will:

- Work cooperatively with the Mental Health Trust Authority and the Boards to provide services to the beneficiaries who are under the Department's supervision;
- Continue in-prison residential treatment programs for offenders who have chronic substance abuse problems;
- Expand substance abuse treatment capacity in communities for offenders mandated to receive treatment;
- Use principles of community justice, improve corrections-based victims' services.

Performance measures for these goals include:

- Increase community capacity for the provision of substance abuse treatment services for offenders.

3. PROVIDE EFFECTIVE CORRECTIONAL ADMINISTRATION THROUGH STRATEGIC PLANNING, TRAINING, QUALITY ASSURANCE, AND THE USE OF AUTOMATION AND NEW TECHNOLOGIES.

To do this, the Department will:

- Continue to implement and refine the Department's management information system;
- Implement the Department's strategic health care plan;
- Provide training, including victims' services training, for staff.

Performance measures for these goals include:

- Expand the management information system to include programmatic data reporting.

Key BRU Issues for FY2003 – 2004

POPULATION MANAGEMENT – The Department will address population management by continuing implementation of its long-term population plan including:

- Introduction of legislation to expand regional correctional centers.
- Expansion of offender transition and reentry capacity.

MANAGEMENT INFORMATION SYSTEM – Efforts will continue to develop specific modules and provide training and support to staff in their use.

Major BRU Accomplishments in 2002

- NEW OFFENDER TRACKING AND INFORMATION SYSTEM (OTIS) came on-line replacing OBSCIS. The Offender Trust Accounting (OTA) system came on-line replacing HOFA.
- NEW ANCHORAGE JAIL – Construction was completed and the jail opened on time and within budget. The facility is already filled to capacity.
- STANDARDS AND ACCREDITATION INITIATIVE – Anvil Mountain Correctional Center, Fairbanks Correctional Center and Ketchikan Correctional Center have become accredited by the American Correctional Association (ACA).
- PROBATION AND PAROLE OFFENDER CLASSIFICATION SYSTEM – Completed revisions to improve risk management of offenders in the community. Internationally recognized tools (Level of Service Inventory – Revised) and Static 99 now form the standards.

Key Performance Measures for FY2004

Measure:

The percentage of divisions that meet assigned performance measures.

Sec 39.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

For FY2003, the Department was assigned 28 measures in Sections 38-47 of Chapter 124, SLA 2002. The Department continues to establish targets and benchmarks for these measures.

Benchmark Comparisons:

Every division should meet its assigned performance measures once baseline targets and benchmarks have been established for every measure. Every division has met their measures to the best of their abilities.

Background and Strategies:

The Commissioner has oversight for the entire Department of Corrections, including the Divisions of Institutions and

Community Corrections. The Alaska Correctional Industries and Parole Board are administratively placed within the Department of Corrections, however, appointed boards and commissions are responsible for their operations. Teleconferences and meetings are held by the Commissioner's Office to discuss performance measures for each Division.

Measure:

The number of convicted inmates released in a calendar year who return to incarceration after being convicted of a new offense within one year, two years and three years after release.

Sec 39.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

Two sets of data were gathered. Felons who were released and subsequently convicted of a new felony and all offenders who completed their sentences and were subsequently convicted of a new offense of any kind. The second database may have offenders duplicated in each subsequent year.

Based on data from 430 felony offenders released in 1997:

76 or 17.67% returned in 1998

40 or 9.3% returned in 1999

31 or 7.21% returned in 2000

The total for this 3-year period was 34.3%

Based on data from 7317 offenders released in 1998:

1667 or 23% returned in 1999

1361 or 19% returned in 2000

1081 or 15 % returned in 2001

The total for this 3-year period was 57%. (Note that this includes misdemeanants and felons and is an aggregate number not broken out by unique offender or offense.)

Based on data from 497 felony offenders released in 1998:

81 or 16.3% returned in 1999

42 or 8.45% returned in 2000

29 or 5.84% returned in 2001

The total for this 3-year period was 30.58%

Based on data from 7504 offenders released in 1999:

1621 or 22% returned in 2000

1214 or 16% returned in 2001

and to date 884 or 12% have returned in 2002.

The total for this 3-year period was 50%. See above re: repeat offenders.

Based on data from 538 felony offenders released in 1999

49 or 9.1% returned in 2000

34 or 6.3% returned in 2001

30 or 5.6% returned (to date) in 2002

The total for this 3-year period was 21%.

Benchmark Comparisons:

The comparison of felons released in 1998, 1999 and 2000 reflects an annual decrease in the number of released felons returning for new felony convictions. The department is on target. The annual percentage of all repeat offenders is falling as well. It is more difficult to intervene with misdemeanants because their sentences are shorter and they are not on post-sentence supervision by the department.

Background and Strategies:

The Department continues to put emphasis on programs for offenders and successful transition from incarceration to the community. Additionally, Community Corrections has implemented programs to enhance supervision for offenders once they are in the community.

Measure:

The number of days in which the department's facilities are filled at greater than their emergency capacity.
Sec 39.b.3. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

Maintaining Alaska's prison population below emergency capacities is a constant struggle. The prison population is growing faster than the state can provide housing for. During FY 2001 the Department had a total of 5,475 facility days with only 339 days over capacity for a rate of 6%. In FY 2002, with 5,475 facility days, the department had 1632 days over capacity for a rate of 29%. In FY 2003 to date, there have been 1380 facility days with 229 over capacity for a rate of 16.5%.

Benchmark Comparisons:

The increase in FY 2002 was in relation to the anticipated opening of the Anchorage Jail in conjunction with a need to reduce our contract with CADC for budget purposes. The Department brought back a total of 200 offenders from Arizona and housed them in state pending the opening of the Jail. The spring opening date of the Jail accounts for much of the increase from FY2001 to FY2002. The rate of over capacity days has been reduced somewhat, so far, in FY2003.

Background and Strategies:

The crime rate in Alaska has decreased overall by 23% since 1995. Initial bookings into the jails have decreased accordingly. However the number of offenders in custody continues to increase due to tougher sentencing laws, increased enforcement and limited pre-sentencing options. The Department is following the Population Management Plan submitted to the court in 2000. Through the efforts of opening the new jail, contracting for beds in Arizona, expanding utilization of CRCs, electronic monitoring and home furlough, the Department has succeeded in keeping the system under 100% capacity and in decreasing the amount of time individual institutions are at overcapacity.

Measure:

The average time taken to respond to complaints and questions that have been elevated to the Commissioner's Office.

Sec 39.b.4. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The goal is to respond to all written inquiries within a reasonable timeframe: not to exceed 15 calendar days. The average response time for FY02 was 9.9 days, however, the majority of responses were less than 5 days. There were three occasions where the response time exceeded 15 days due to the complexity of the issue. In FY03, to date, the average response time is 1 day.

Benchmark Comparisons:

Most of the time the commissioner's office is able to stay well under the goal of 15 days.

Background and Strategies:

The Commissioner's office must be timely in its response to the community. Every attempt is made to appropriately refer questions, or to respond directly, in order to facilitate a timely response. In developing this measure it was determined that:

- "complaints and questions" must have been in writing;
- only "public" inquiries were considered; and
- "average time taken" was based on calendar days.

Measure:

Compliance with statutory requirements for facilities, including the Alaska No Frills Prison Act.

Sec 39.b.5. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The Department is in compliance with statutory requirements for facilities. The Department was subject to a review by Legislative Audit regarding compliance with the No Frills Prison Act and was found to be in substantial compliance with the Act.

Benchmark Comparisons:

There is nothing to compare this to.

Background and Strategies:

Every department has the mandate to be in compliance with statutory requirements and the Department of Corrections takes this mandate seriously.

Measure:

The cost of the Division of Administration compared to personnel costs for the department.

Sec 40.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The department's personnel expenditures for FY02 were \$94,372,724. The total expenditures for the Division of Administrative Services (Components: Administrative Services, Data and Word Processing, and Facilities) were \$5,070,080 or 5.4% of the department's personal service expenditures. This is an increase from the prior fiscal year. The increase in Administrative Services expenditures was primarily due to recruitment and opening of the new Anchorage Jail.

Benchmark Comparisons:

This average should not exceed 5%.

Background and Strategies:

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 78,000 payroll and vendor warrants per year.

Measure:

The number of late penalties incurred for payroll divided by the number of paychecks issued.

Sec 40.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The total number of late payroll penalties incurred during FY2002 was 4 out of approximately 30,000 warrants issued or .00013%.

Benchmark Comparisons:

Payroll penalties incurred should be maintained at no more than ½ of 1%.

Background and Strategies:

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 30,000 payroll warrants per year.

Measure:

The number of late penalties incurred for vendor payments divided by the number of vendor payments issued.

Sec 40.b.3. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

FY01 248 late penalties incurred out of 50,268 vendor payments issued or .005%.
FY02 140 late penalties incurred out of 48,318 vendor payments issued or .003%.

Benchmark Comparisons:

Last year the benchmark was set at .005% as a reasonable expectation given the ratio of staff to the volume of vendor payments issued.

Background and Strategies:

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, processing over 48,300 vendor warrants per year.

Measure:

The number of complaints received concerning payroll errors divided by the number of paychecks issued.

Sec 40.b.4. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

There were 25 complaints for over 30,000 paychecks issued which equals .0008%.

Benchmark Comparisons:

The Department of Corrections has a very complicated payroll due to the 24-hour coverage required for operations. A complaint ratio of .0008% is very low. This benchmark should be no more than 1%.

Background and Strategies:

Paying employees correctly and timely is always an important issue for any administrative services division. The Department strives to have all timekeepers trained in the complexities of bargaining unit agreements and operating 24-hour institutions. It is anticipated that the number of complaints will decrease next year with the implementation of bi-weekly payroll for correctional officers.

Measure:

The number of outstanding audit exceptions divided by the audits during the fiscal year.

Sec 40.b.5. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

State Single Audit for the period ending June 30, 2001 reported no exceptions found for the Department of Corrections. The State Single Audit for period ending June 30, 2002 is currently in process with an expected completion date of approximately March of 2003.

Benchmark Comparisons:

Maintaining zero audit exceptions.

Background and Strategies:

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 78,000 payroll and vendor warrants per year.

Measure:

The average medical cost per inmate.

Sec 41.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

During FY02 the medical cost per inmate was \$16.88 per day or \$6161.20 per year. The Department will strive to contain this base of \$16.88 plus inflation and will pursue further cost containment measures and efficiencies.

Benchmark Comparisons:

Every effort will be made to reduce the cost per inmate below its current level.

Background and Strategies:

Every effort is made to provide basic health care needs at a reasonable cost. Staff continue to work diligently to find ways to reduce medical costs.

Measure:

The amount of inmate co-pay fees collected annually.

Sec 41.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The current authorization for inmate co-pay fees is \$28,000. During FY2002, \$71,672 in co-pay fees was collected.

Benchmark Comparisons:

\$4.00 per visit, except prescriptions.

Background and Strategies:

The required co-pay fee was implemented with the goal of reducing the number of frivolous medical visits and instilling responsibility in the inmate population, thereby allowing providers to address more appropriate medical concerns.

Measure:

The number of inmates who complete programs successfully divided by the number of inmates enrolled in the program, set out by program.

Sec 42.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

FY 2002:

Batterer's Program – 338 participants with 42 successful completions (13% - up 2% from last year)

Of the 338 enrolled, 30 were transferred, 24 were released prior to completion, 35 were removed for cause.

Meadow Creek Correctional Center Sex Offender Program – 91 participants with 10 successful completions (11% - up 4% from last year). Of the 91 participants, 1 was transferred, 2 were released prior to completions and 22 were removed for cause. The remaining 55 are still in treatment. There were 46 in pre-treatment and there were 150 assessments performed.

Lemon Creek Correctional Center Sex Offender Program – 44 participants with 19 successful completions (43% up 30% from last year). Of the 44 participants 5 were transferred, 11 were released prior to completion and 4 were removed for cause. The remaining 5 are still in treatment.

Adult Basic Education (ABE) – 495 participants with 63 successful completions (13%, down 4% from last year). Of the 495 enrolled, 51 were transferred, 34 were released prior to completion and 36 were removed for cause. The remainder are still working on their educational components.

Vocational/Technical – 1091 participants with 528 successful completions (48% - up 39% from last year) Of the 1091 enrolled, 112 were transferred, 21 were released and 118 were removed for cause. The remaining 312 are still in program.

Substance Abuse Programs – 669 participants with 262 successful completions (40%). Of the 669 participants enrolled, 107 were transferred, 11 were released prior to completion and 91 were removed for cause. The remaining 198 are working in their programs.

Benchmark Comparisons:

Completion rates were up in most programs. The GED completion rate was down as expected because of the new test implemented in 2002. These numbers reflect a large number of offenders who are involved in various programs and making efforts toward rehabilitation.

Background and Strategies:

All programs should facilitate successful re-entry of offenders into communities. The sex offender treatment programs will be re-focused. History has demonstrated that the current sex offender treatment program at Hiland Mountain Meadow Creek Correctional Center is ineffective and costly. Residential treatment will be focused on the remaining program at Lemon Creek Correctional Center. This will have the added benefit of making treatment available to offenders of all custody levels, not just medium and minimum. Alternative approaches and partnerships for substance abuse treatment will be pursued. The department has initiated a relationship with the "Wellness Warriors" program, and twelve-step programs that are led by volunteers from the community will be expanded.

Measure:

The number of re-admits who completed inmate programs during previous incarcerations with the department, set out by program.

Sec 42.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration.

42 inmates were re-incarcerated after having previously completed Inmate Substance Abuse Treatment outpatient program.

30 readmitted with GED completion

4 readmitted with previous completion of Prison Batterer's Program
1 readmitted with previous completion of Prison Batterer's Program (Phase I)
1 readmitted with previous completion of Sex Offender Pre-treatment at Lemon Creek Correctional Center, however the readmission was for DWI.
3 readmitted with previous completion of Hazmat/Hazwopper Asbestos Abatement
1 readmitted with previous completion of Building Maintenance Apprenticeship
2 readmitted with previous completion of Oilfield Safety.

Benchmark Comparisons:

The numbers of readmits includes all of those who have ever taken any of the programs. When the volume is considered, the number of readmits is small. In particular, for those who have substance abuse problems, relapse is not unusual. The Department is on target with this measure.

Background and Strategies:

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration. The Department will strive to offer more intensive programming, such as the therapeutic communities at Wildwood and Hiland Mountain Correctional Centers, to augment the rehabilitative process.

Measure:

The number of inmates who have completed GED programs when compared to the number enrolled.

Sec 42.b.3. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

There were 1190 participants with 165 successful completions (14%). Of the 1190 participants, 171 were transferred, 105 were released prior to completion and 112 were removed for cause. The remaining 637 are still working toward certification.

Benchmark Comparisons:

The percentage of GED graduates is down this year, as expected. In January of 2001 a completely new GED test was initiated. All old test results were invalidated so everyone had to start from the beginning. Additionally, the new test is more difficult so the Department expected a downturn in completions. The benchmarks will have to be set as instructors and students familiarize themselves with the new process.

Background and Strategies:

Inmates will fare better in the community with a completed education. Nearly every facility has a GED program providing the opportunity for many to elevate their education level. Education (GED and ABE) is an important emphasis within the department and a requirement in our Youthful Offender programs.

Measure:

Income divided by expense for each ACI program.

Sec 43.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

Fairbanks Garment	193,284/168,290 = 1.15
Hiland Mtn. Garment	87,429/70,993 = 1.23
Juneau Laundry	263,392/158,498 = 1.66
Mt. McKinley Meat & Sausage	1,458,966/1,436,661 = 1.00
Palmer Auto Body	71,050/38,825 = 1.83
Spring Creek Furniture	251,898/206,119 = 1.22
Wildwood Furniture	880,752/860,884 = 1.02
All programs	3,206,771/3,096,125 = 1.04

Benchmark Comparisons:

The average of all programs should exceed the cost.

Background and Strategies:

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders. The second to provide goods and services that do not compete with the private sector and the third to reduce the

potential dangers due to inmate idleness. As in any business, it should show a profit or at least break even.

Measure:

The percentage of ACI participants, set out by program, with sentences of

- (A) less than 3 years
- (B) three years to less than seven years
- (C) seven years to less than 12 years
- (D) 12 or more years

Sec 43.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

	Unsentenced	% < 3 yrs.	% 3 - < 7 yrs.	% 7 - < 12 yrs.	% = 12 or >
HMCC	15%	52%	9%	11%	13%
Garment Shop					
PCC Autobody & MMK Meats	0%	43%	16%	11%	30%
FCC Garment & Flat Goods Shop	29%	54%	15%	2%	0%
LCCC Private Co-op & Commercial Laundry	1%	20%	35%	15%	29%
SCCC Wood Office Furniture	0%	0%	1%	1%	98%
WWWC Furniture & Metal Fabrications	0%	36%	32%	18%	14%

Benchmark Comparisons:

The long term, prison type facilities will necessarily require employment of prisoners with longer sentences and the short term, or jail like facilities will necessarily require employment of prisoners with shorter sentences. This is apparent as shown in the above table.

Background and Strategies:

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders; the second to provide goods and services that do not compete with the private sector and the third to reduce the potential dangers of inmate idleness.

Measure:

The percentage of inmate pay that is used to pay court-ordered obligations.

Sec 43.b.3. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

A review of inmate accounts indicates that 7.52% of inmate pay goes toward court ordered obligations. As the new restitution statute is fully implemented, it is expected that this number will increase.

Benchmark Comparisons:

The department is still establishing the benchmark for this measure. This measure was changed this year to include all court-orders obligations, not just restitution.

Background and Strategies:

Alaska Correctional Industries is an opportunity for offenders to earn more money than through the normal gratuity process. Statutorily this money may be used for disbursement, including support and other obligations.

Measure:

The percentage of sentenced inmates who participate in Alaska Correctional Industries.

Sec 43.b.4. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

During FY 02, 9% of sentenced inmates incarcerated in Alaska were participating in Alaska Correctional Industries (ACI).

Benchmark Comparisons:

The benchmark last year was set at 10%, which is reasonable given transfers and turnover in some programs.

Background and Strategies:

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn work ethics that they can utilize inside and outside of the prison walls. As a management tool, it provides inmates with a sense of accomplishment and pride and reduces the dangers of inmate idleness.

Measure:

The number of inmates assaulted by staff while in custody.

Sec 44.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

During FY 2002 there was 1 assault.

Benchmark Comparisons:

The Department has a zero tolerance policy regarding assaults on inmates by staff.

Background and Strategies:

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. The Department strives to maintain a safe environment for inmates and staff alike.

Measure:

The number of inmates assaulted by other inmates while in custody.

Sec 44.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The goal is to minimize the number of inmate on inmate assaults. The rate fluctuates each year; however, even the fluctuations are on a very small scale. Alaska continues to have one of the least violent correctional systems in the country (if not the very least violent). Using this measure as the historical trend for inmate on inmate assaults, Alaska is well below the national average. The national average of inmate on inmate assaults in the year 2000 was 29.2 per 1,000.

Benchmark Comparisons:

1997	0.7% per 1000 inmates
1998	0.9% per 1000 inmates
1999	1.0% per 1000 inmates
2000	1.0% per 1000 inmates
2001	0.9% per 1000 inmates
2002	1.3% per 1000 inmates

2000 National Average was 29.2% per 1000 inmates

Background and Strategies:

The Department's mission includes providing for public safety through operation of safe and secure institutions, and we are proud of our safety record. It is anticipated that the assault rates will continue to fluctuate from year to year, but that basing operations on best correctional practices – established by national standards and departmental policies and procedures will keep the trend very low.

Measure:

The number of inmate suicides and reportable suicide attempts.

Sec 44.b.3. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

In FY 02 there were 2 suicides and 8 lethal suicide attempts.

Benchmark Comparisons:

Though there will inevitably be suicide attempts, given the nature of the population, the department strives to prevent all such actions.

Background and Strategies:

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. The department strives to maintain a safe environment for inmates and to provide mental health screening and intervention to those identified as at-risk for suicide.

Measure:

The average cost per day per inmate for the last 10 years.

Sec 44.b.4. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

FY2003 \$113.31 per day per inmate (based on FY2002 actuals).
FY2002 \$114.37 per day per inmate (based on FY2001 actuals).
FY2001 \$111.89 per day per inmate (based on FY2000 actuals).
FY2000 \$110.73 per day per inmate (based on FY1999 actuals).
FY1999 \$ 97.62 per day per inmate (based on FY1998 actuals).
FY1998 \$100.07 per day per inmate (based on FY1997 actuals).
FY1997 \$105.27 per day per inmate (based on FY1996 actuals).
FY1996 \$106.63 per day per inmate (based on FY1995 actuals).
FY1995 \$106.56 per day per inmate (based on FY1994 actuals).
FY1994 \$113.21 per day per inmate (based on FY1993 actuals).
Average for the past 10 years = \$107.97 per day per inmate.

Benchmark Comparisons:

Cost is population driven.

Background and Strategies:

To provide the most efficient and cost effective services available while maintaining public protection as the Department's number one priority.

Measure:

The change in the number of offenders on felony supervision divided by the number of probation officers set out by geographical area.

The change in the number of offenders on felony supervision set out by geographical area.

Sec 45.b.1 & 2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

The Northern Region has 13 probation/parole officers for 1107 supervised cases (not counting absconders) = 85 average caseload compared to an average caseload of 84 in FY2001. Supervised felony offenders increased by 14 from 2001.

The Southcentral Region has 41 probation/parole officers for 3226 supervised cases (not counting absconders) = 79 average caseload compared to an average caseload of 77 in FY2001. Supervised felony offenders increased by 142 from 2001.

The Southeast Region has 6 probation/parole officers for 445 supervised cases (not counting absconders) = 74 average caseload compared to an average caseload of 66 in FY2001. Supervised felony offenders increased by 47 from 2001.

Individual caseloads vary, of course, depending on location and whether or not they are specialized caseloads.

Benchmark Comparisons:

Establish optimal monthly caseloads of a Probation Officer who is not preparing pre-sentence reports at 70-75 offenders.

Establish optimal monthly caseloads of a Probation Officer who is preparing pre-sentence reports at 60 – 65 offenders.

Establish optimal monthly, specialized caseloads of a Probation Officer for DWI, Sex Offender and Mental Health cases at 40 offenders.

Background and Strategies:

The number of offenders on probation/parole during the last five years has increased by 646 felons, primarily in the Anchorage, Palmer and Fairbanks areas. (These increases correlate the increases in felony offenders in the institutions.)

- 1998 statewide average total monthly cases: 4132
- 1999 statewide average total monthly cases: 4388
- 2000 statewide average total monthly cases: 4492
- 2001 statewide average total monthly cases: 4575
- 2002 statewide average total monthly cases: 4778

As the number of offenders placed on probation/parole continues to increase, it will become necessary to increase the number of probation officers providing supervision. Caseloads higher than the benchmark standard for supervision make it more difficult to protect public safety.

Measure:

The total cost of the electronic monitoring program per man-day.

Sec 46.b.1. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

During FY02 the Department collected \$342,254 in receipts from offenders participating in the program. Not all offenders pay, as some are exempted due to indigence. Total program expenditure for FY02 was \$415,041 (all funds). In FY02, the per-man day cost in Anchorage (which is where the data regarding the actual number of man-days is available) was \$18.75 and the department collected \$14.69 of that from offenders.

Benchmark Comparisons:

If these offenders had served their time in a combination of hard and soft beds, the total cost for their incarceration would have been \$2.2 million.

Background and Strategies:

Electronic monitoring can provide a cost-effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or community residential center (CRC). The Legislature in 2002 passed a resolution encouraging the Department to expand the utilization of Electronic Monitoring for the inmate population. To date it has proven to be a very successful program.

Measure:

The number of participants failing the electronic monitoring program divided by the total number of participants set out by geographic location.

Sec 46.b.2. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

FY2002	Offenders Participating	Successfully Completed	Terminated	Failure Rate
Anchorage	325	300	25	7.7%

Fairbanks	77	74	3	3.9%
Ketchikan	21	18	3	14.3%

FY2003 7/1/02-9/30/02	Offenders Participating	Successfully Completed	Terminated	Failure Rate
Anchorage	165	161	4	2.4%
Fairbanks	33	27	6	18%
Ketchikan	6	6	0	0%

As of this writing, there are currently 132 individuals participating in the electronic monitoring program. This number is larger than the emergency capacity for six of DOC's institutions.

Benchmark Comparisons:

The department considers a 10% non-completion rate to be an acceptable percentage. The FY03 failure rate for Fairbanks will probably level off once an entire year has been completed.

Background and Strategies:

Electronic monitoring can provide a cost effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or CRC. The Legislature has made it clear that the department needs to expand its use of electronic monitoring.

Measure:

The change in the number of discretionary parolees who are arrested and returned to the custody of the Department of Corrections each year.

Sec 47.b. Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

- Year 2002 – 27
- Year 2001 – 34
- Year 2000 – 21
- Year 1999 – 23
- Year 1998 – 21
- Year 1997 – 18

Benchmark Comparisons:

The numbers in this area are fairly consistent. Clearly, the more people that are put out on discretionary parole, the greater the possibility of re-incarceration. The return rate was down in 2002, which may also be in part because of increased intensive supervision programs.

Background and Strategies:

The members of the Board of Parole take very seriously their obligation to make reasoned decisions regarding the release of offenders to the community. The Board is diverse and careful. Public safety and rehabilitation are their major considerations and it is reflected by the low re-incarceration rate.

Administration & Operations
BRU Financial Summary by Component

All dollars in thousands

	FY2002 Actuals				FY2003 Authorized				FY2004 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
<u>Formula Expenditures</u>	None.											
<u>Non-Formula Expenditures</u>												
Office of the Commissioner	1,246.2	0.0	0.0	1,246.2	623.0	377.1	0.0	1,000.1	665.1	379.8	0.0	1,044.9
Correctional Academy	591.1	0.0	23.4	614.5	671.2	0.0	75.0	746.2	746.2	104.6	0.0	850.8
Administrative Services	2,515.4	72.4	52.4	2,640.2	2,434.8	73.9	53.6	2,562.3	2,411.4	73.9	54.2	2,539.5
Information Technology MIS	1,265.5	395.0	0.0	1,660.5	1,448.2	66.7	522.4	2,037.3	1,433.7	67.0	497.4	1,998.1
Fac-Capital Improvement Unit	83.1	0.0	213.9	297.0	0.0	0.0	217.1	217.1	90.0	0.0	222.5	312.5
Inmate Health Care	16,353.8	0.0	1,217.7	17,571.5	14,432.7	0.0	1,243.0	15,675.7	14,880.7	0.0	2,501.8	17,382.5
Inmate Programs	459.5	8.3	2,991.4	3,459.2	653.3	2.6	2,756.8	3,412.7	228.0	2.6	1,438.1	1,668.7
Correctional Industries Admin	1,139.0	0.0	33.6	1,172.6	1,202.2	0.0	0.0	1,202.2	0.0	0.0	963.2	963.2
Corr Industries Product Cost	0.0	0.0	3,231.8	3,231.8	0.0	0.0	4,150.6	4,150.6	0.0	0.0	4,150.6	4,150.6
Institution Director's Office	734.2	0.0	235.5	969.7	1,676.9	937.7	272.1	2,886.7	672.6	834.0	272.1	1,778.7
Anchorage Jail	4,158.1	49.3	0.0	4,207.4	8,766.8	369.4	922.3	10,058.5	7,841.3	0.0	2,430.8	10,272.1
Anvil Mtn Correctional Center	3,826.5	0.6	17.9	3,845.0	4,108.7	0.0	9.0	4,117.7	3,914.0	0.0	9.0	3,923.0
Combined	6,796.1	346.2	0.0	7,142.3	7,288.3	80.3	290.2	7,658.8	7,222.5	0.0	0.0	7,222.5

	FY2002 Actuals				FY2003 Authorized				FY2004 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
Hiland Mtn Corr Ctr												
Cook Inlet Correctional Center	7,788.7	1,590.3	142.2	9,521.2	7,936.4	1,317.6	474.1	9,728.1	7,881.5	1,846.8	184.4	9,912.7
Fairbanks Correctional Center	6,673.0	170.4	0.0	6,843.4	6,867.5	79.3	21.0	6,967.8	6,932.9	0.0	0.0	6,932.9
Ketchikan Correctional Center	2,757.9	2.0	0.0	2,759.9	2,743.2	0.0	20.5	2,763.7	2,774.7	0.0	0.0	2,774.7
Lemon Creek Correctional Ctr	5,821.9	5.9	0.0	5,827.8	6,062.2	0.0	151.9	6,214.1	6,039.1	0.0	19.6	6,058.7
Mat-Su Correctional Center	2,663.5	35.6	0.0	2,699.1	2,710.6	0.0	59.1	2,769.7	2,755.8	0.0	0.0	2,755.8
Palmer Correctional Center	8,202.8	4.5	0.0	8,207.3	8,328.1	0.0	156.1	8,484.2	8,367.2	0.0	0.0	8,367.2
Sixth Avenue Correctional Ctr	3,338.0	81.3	0.0	3,419.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Spring Creek Correctional Ctr	13,586.2	0.0	0.0	13,586.2	14,090.4	0.0	0.0	14,090.4	14,020.0	0.0	0.0	14,020.0
Wildwood Correctional Center	8,134.8	0.0	0.0	8,134.8	8,249.9	0.0	15.6	8,265.5	8,298.8	0.0	0.0	8,298.8
Yukon- Kuskokwim Corr Center	3,868.9	0.0	100.8	3,969.7	4,158.0	0.0	60.0	4,218.0	3,963.1	0.0	60.0	4,023.1
Pt.MacKenzie Correctional Farm	2,314.1	0.0	20.0	2,334.1	2,184.1	0.0	0.0	2,184.1	2,372.7	0.0	0.0	2,372.7
Community Jails	4,923.6	0.0	0.0	4,923.6	4,844.9	0.0	0.0	4,844.9	4,869.5	0.0	0.0	4,869.5
Community Corrections Director	723.0	0.0	133.3	856.3	760.8	0.0	182.0	942.8	0.0	0.0	0.0	0.0
Probat &Parole Dir Office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	853.1	0.0	182.5	1,035.6
Northern	2,508.8	0.0	0.0	2,508.8	2,557.0	0.0	0.0	2,557.0	2,439.1	0.0	0.0	2,439.1

	FY2002 Actuals				FY2003 Authorized				FY2004 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
Region Probation												
Southcentral Region Probation	4,786.8	0.0	0.0	4,786.8	4,882.7	0.0	136.8	5,019.5	4,995.6	0.0	0.0	4,995.6
Southeast Region Probation	1,083.8	0.0	11.9	1,095.7	1,002.1	0.0	0.0	1,002.1	1,049.7	0.0	0.0	1,049.7
Classification and Furlough	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,741.0	71.2	908.4	2,720.6
Inmate Transportation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,512.7	71.2	140.9	1,724.8
Transport & Class	1,834.9	0.0	156.1	1,991.0	1,352.0	141.0	201.1	1,694.1	0.0	0.0	0.0	0.0
Electronic Monitoring	88.9	0.0	347.4	436.3	63.5	0.0	764.1	827.6	0.0	0.0	0.0	0.0
Facility Maintenance	0.0	0.0	7,636.1	7,636.1	0.0	0.0	7,780.5	7,780.5	0.0	0.0	7,780.5	7,780.5
DOC State Facilities Rent	69.6	0.0	0.0	69.6	91.3	0.0	0.0	91.3	90.4	0.0	0.0	90.4
White Bison Project	50.0	0.0	0.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0
Parole Board	0.0	0.0	0.0	0.0	481.2	0.0	0.0	481.2	526.8	0.0	0.0	526.8
CRC Offender Supervision	0.0	0.0	0.0	0.0	656.0	0.0	100.0	756.0	0.0	0.0	0.0	0.0
Out-of-State Contractual	0.0	0.0	0.0	0.0	17,603.4	0.0	0.0	17,603.4	15,525.9	0.0	0.0	15,525.9
Alternative Housing	0.0	0.0	0.0	0.0	167.4	0.0	0.0	167.4	165.7	0.0	0.0	165.7
Existing CRC Facilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9,878.2	0.0	4,349.7	14,227.9
Nome CRC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	991.5	0.0	14.8	1,006.3
Bethel CRC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	143.4	0.0	0.0	143.4
Totals	120,387.7	2,761.8	16,565.4	139,714.9	141,148.8	3,445.6	20,634.9	165,229.3	148,293.9	3,451.1	26,180.5	177,925.5

Administration & Operations

Proposed Changes in Levels of Service for FY2004

Inmate Health Care component - The Department of Corrections and the Department of Health and Social Services, Division of Medical Assistance (DMA) partnered in FY2003 to utilize Medicaid funds for the Disproportionate Share Hospital (DSH) program to assist with hospital expense for inmates. Subsequently, a letter from the Federal Medicaid program was sent to all States to advise them that Medicaid funds should no longer be used for health expenses of inmates. The partnership with DH&SS alleviated the funding shortfall for the current year hospitalization contract, but replacement funds will be necessary in FY2004. The medical segregation unit at the Anchorage jail will be staffed in FY 04 to reduce contractual medical costs to the department. Increased effort to collect medical reimbursement from third party insurance is expected to alleviate some of the health care costs. Implementation of a new policy of differential care for sentenced and unsentenced inmates will also occur in FY 04.

Correctional Industries Administration and Product Cost components – No GF funding is included in this component for FY 04. Legislation is necessary to allow state employee salaries to be paid from product cost revenues. The Mt. McKinley meat plant will no longer be run by the department.

Point MacKenzie Rehabilitation Program component - will use \$100,000.00 GF to assist in upgrading outdated equipment and obtaining additional farm equipment, which will allow increased production of livestock feed and consumable vegetables for the prisoner population. Immediate goals include placing more acreage into production and providing services to institutions throughout the year.

Classification and Furlough component - is being established as a means to absorb the projected increase in the prison population. All elements of the program are already in place and operational. Classification & Furlough will develop the mechanism and timeline for safe, efficient, and successful expansion of the existing programs. The new Classification and Furlough component will consist of; Classification, CRC Offender Supervision (CRC-OSP) and Electronic Monitoring (EM). The CRC Offender Supervision and Electronic Monitoring components have been combined in this new component. The Classification unit, previously in Transportation and Classification has also been included in this component.

Inmate Programs components – Sex offender and substance abuse programs will be refocused in FY 04. \$421,000 of sex offender treatment programs, which have been shown to be ineffective, will be stopped. \$1,163,200.00 million of substance abuse programs currently offered by the department will be curtailed with the emphasis placed on facilitating the use of program offerings from community based health organizations, Native Health providers, and 12 step programs.

Inmate Transportation component - has been established as a separate entity from the Classification unit. The Classification Unit is now part of the Classification and Furlough component. The Classification and Transportation component will no longer exist.

White Bison Project component - this component was discontinued in FY2003 as a result of funding shortfalls in the Department.

VPSO Parole Supervision Program component - funding was transferred to the Department of Public Safety in FY2003. The Department of Corrections and Public Safety continue the partnership to continue these services.

Community Residential Center funding is included in the Administration and Operations BRU.

Administration & Operations

Summary of BRU Budget Changes by Component

From FY2003 Authorized to FY2004 Governor

All dollars in thousands

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
FY2003 Authorized	141,148.8	3,445.6	20,634.9	165,229.3

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
Adjustments which will continue current level of service:				
-Office of the Commissioner	48.3	2.7	0.0	51.0
-Correctional Academy	75.0	104.6	-75.0	104.6
-Administrative Services	0.9	0.0	0.6	1.5
-Information Technology MIS	0.0	0.3	0.0	0.3
-Fac-Capital Improvement Unit	90.0	0.0	5.4	95.4
-Inmate Health Care	1,195.5	0.0	1,259.9	2,455.4
-Inmate Programs	1,161.8	0.0	-1,318.7	-156.9
-Correctional Industries Admin	-239.0	0.0	0.0	-239.0
-Institution Director's Office	-997.5	-103.7	0.0	-1,101.2
-Anchorage Jail	-885.2	-369.4	1,008.5	-246.1
-Anvil Mtn Correctional Center	-175.0	0.0	0.0	-175.0
-Combined Hiland Mtn Corr Ctr	-29.5	-80.3	-290.2	-400.0
-Cook Inlet Correctional Center	-54.9	529.2	-249.1	225.2
-Fairbanks Correctional Center	100.3	-79.3	-21.0	0.0
-Ketchikan Correctional Center	45.5	0.0	-20.5	25.0
-Lemon Creek Correctional Ctr	-23.1	0.0	-101.9	-125.0
-Mat-Su Correctional Center	59.1	0.0	-59.1	0.0
-Palmer Correctional Center	81.1	0.0	-156.1	-75.0
-Wildwood Correctional Center	90.6	0.0	-15.6	75.0
-Yukon-Kuskokwim Corr Center	-175.0	0.0	0.0	-175.0
-Pt.MacKenzie Correctional Farm	100.0	0.0	0.0	100.0
-Community Jails	73.8	0.0	0.0	73.8
-Community Corrections Director	-752.2	0.0	-182.0	-934.2
-Probat &Parole Dir Office	853.1	0.0	182.5	1,035.6
-Northern Region Probation	-105.6	0.0	0.0	-105.6
-Southcentral Region Probation	112.9	0.0	0.0	112.9
-Southeast Region Probation	52.9	0.0	0.0	52.9
-Classification and Furlough	1,741.0	71.2	908.4	2,720.6
-Inmate Transportation	1,512.7	71.2	140.9	1,724.8
-Transport & Class	-1,326.5	-141.0	-201.1	-1,668.6
-Electronic Monitoring	0.0	0.0	-755.8	-755.8
-White Bison Project	-50.0	0.0	0.0	-50.0
-Parole Board	50.9	0.0	0.0	50.9
-CRC Offender Supervision	-656.0	0.0	-92.4	-748.4
-Out-of-State Contractual	-1,920.0	0.0	0.0	-1,920.0
-Existing CRC Facilities	-2,633.4	0.0	2,633.4	0.0
Proposed budget decreases:				
-Office of the Commissioner	-6.2	0.0	0.0	-6.2
-Administrative Services	-24.3	0.0	0.0	-24.3
-Information Technology MIS	-14.5	0.0	-25.0	-39.5
-Inmate Health Care	-1,618.2	0.0	-1.1	-1,619.3
-Inmate Programs	-1,587.1	0.0	0.0	-1,587.1
-Correctional Industries Admin	-963.2	0.0	963.2	0.0
-Institution Director's Office	-6.8	0.0	0.0	-6.8
-Anchorage Jail	-40.3	0.0	0.0	-40.3
-Anvil Mtn Correctional Center	-19.7	0.0	0.0	-19.7
-Combined Hiland Mtn Corr Ctr	-36.3	0.0	0.0	-36.3
-Cook Inlet Correctional Center	0.0	0.0	-40.6	-40.6
-Fairbanks Correctional Center	-34.9	0.0	0.0	-34.9
-Ketchikan Correctional Center	-14.0	0.0	0.0	-14.0
-Lemon Creek Correctional Ctr	0.0	0.0	-30.4	-30.4
-Mat-Su Correctional Center	-13.9	0.0	0.0	-13.9

Proposed budget decreases:				
-Palmer Correctional Center	-42.0	0.0	0.0	-42.0
-Spring Creek Correctional Ctr	-70.4	0.0	0.0	-70.4
-Wildwood Correctional Center	-41.7	0.0	0.0	-41.7
-Yukon-Kuskokwim Corr Center	-19.9	0.0	0.0	-19.9
-Pt.MacKenzie Correctional Farm	-11.4	0.0	0.0	-11.4
-Community Jails	-49.2	0.0	0.0	-49.2
-Community Corrections Director	-8.6	0.0	0.0	-8.6
-Northern Region Probation	-12.3	0.0	0.0	-12.3
-Southcentral Region Probation	0.0	0.0	-136.8	-136.8
-Southeast Region Probation	-5.3	0.0	0.0	-5.3
-Transport & Class	-25.5	0.0	0.0	-25.5
-Electronic Monitoring	-63.5	0.0	-8.3	-71.8
-DOC State Facilities Rent	-0.9	0.0	0.0	-0.9
-Parole Board	-5.3	0.0	0.0	-5.3
-CRC Offender Supervision	0.0	0.0	-7.6	-7.6
-Out-of-State Contractual	-157.5	0.0	0.0	-157.5
-Alternative Housing	-1.7	0.0	0.0	-1.7
-Existing CRC Facilities	0.0	0.0	-143.7	-143.7
-Nome CRC	0.0	0.0	-10.2	-10.2
-Bethel CRC	-1.4	0.0	0.0	-1.4
Proposed budget increases:				
-Inmate Health Care	870.7	0.0	0.0	870.7
-Anchorage Jail	0.0	0.0	500.0	500.0
-Pt.MacKenzie Correctional Farm	100.0	0.0	0.0	100.0
FY2004 Governor	148,293.9	3,451.1	26,180.5	177,925.5