



Alaska Department of Corrections



Overview of DOC Performance Review House Finance Sub-Committee Office of the Commissioner

Objective 1

Evaluate the success of the agency in achieving its mission through effective and efficient delivery of its core services, goals, programs, and objectives.

Effectiveness Results

SECURE CONFINEMENT

- From a system-wide standpoint, the DOC is moderately effective in meeting its objective of providing effective secure confinement.

REFORMATIVE PROGRAMS

- DOC's approach to developing reformative programming is aggressive, its scope is comprehensive, and its delivery is effective.

SUPERVISED RELEASE

- From a system-wide standpoint the DOC is moderately effective in providing supervised release.

Moderately Effective

Definition: Performance data indicates largely positive experience relative to target outcomes with exceptions.

- “Moderately effective” as defined by the performance review is the 2nd highest ranking an agency can achieve.
- The only higher ranking is “effective” where outcomes are demonstrably being achieved based upon the data collected.

Efficiency Results

SECURE CONFINEMENT

- Secure confinement operations are provided in an efficient manner.
- The relatively high costs incurred are largely a function of the unique characteristics of the correctional system and the cost of providing services in Alaska.
- Efficiencies have been maximized in institutional staffing to the point that additional reductions could jeopardize achievement of the program's mission.

Efficiency Results

REFORMATIVE PROGRAMS

- The delivery of reformatory programs is highly efficient.

SUPERVISED RELEASE

- The supervised release program operates with a high level of efficiency.

Secure Confinement Findings

- Facility inmate count systems meet or exceed the requirements of policy, and are consistent with nationally accepted best practices.
- Systems for control and management of keys are outstanding.
- Security over inmates transported outside DOC facilities is effective and consistent with nationally recognized best practices.
- Staffing is at functional, but minimal levels in most DOC correctional facilities. Goose Creek has an appropriate, well-deployed staffing complement.

Secure Confinement Findings

- Use of blended staffing shifts is an efficient means to deploy staff resources.
- The number and type of incidents reported in DOC facilities appears normal for a state prison system.
- A number of key secure confinement policies are outdated.
- DOC facilities do not consistently conduct institutional searches in compliance with updated policies and plans.
- Systems for tool control are ineffective.
- Physical plants show substantial stress and will require substantial renovation and maintenance to safely continue long-term operation.

Reformative Programs Findings

- DOC is notable for the robust, comprehensive set of reformative programs that it has developed to aid offenders in addressing needs.
- The array of programs available to offenders is one of the most extensive set of correctional system programs in the United States.
- The approach to developing reformative programming is aggressive, its scope is comprehensive, and its delivery is effective.

Supervised Release Findings

- DOC has successfully shifted the orientation of supervised release from enforcement to reentry management.
- DOC's policy to concentrate staff resources on higher risk and specialized supervision caseloads while placing low-risk offenders in an administrative caseload is an effective strategy and consistent with recognized best practices in community supervision.
- The Community Residential Center (CRC) program is an effective component of the approach to reentry services.
- DOC makes aggressive and effective use of the electronic monitoring program.

Supervised Release Findings

- Approaches to supervision are highly inconsistent across different DOC Division of Probation and Parole (DPP) field offices.
- Contact with and supervision of releases outside the office is minimal.
- Lack of an internal capacity to evaluate and understand the impact of its programs and operating practices severely handicaps the DOC in developing informed, effective plans for the future.

Objective 2

Determine whether the agency's results-based measures demonstrate effectiveness and efficiency of the agency's core services, goals, programs and objectives.

FINDING:

- DOC's performance measures provide an adequate indicator of performance in each of the department's three program areas.

Objective 3

Evaluate the appropriateness of the budget reductions proposed by the agency in response to AS 44.66.020(c)(2).

FINDING:

- DOC did not submit a specific set of recommendations to achieve a 10% reduction in its budget. The most feasible alternative to achieve the \$31.2 million in budget reductions would be to close Goose Creek. The closure of Goose Creek would terminate the operations of the correctional facility with the highest level of performance.

Objective 4

List agency programs or activities (actions) not authorized by statute and identify other authority for those actions.

FINDING:

- The programs provided by the DOC are covered by the agency's general authority outlined in Article I, Section 12 of the Alaska Constitution, and more explicitly authorized under Alaska Statutes 33.30.11 and 44.28.020.

Objective 5

Identify agency authority to collect fees, conduct inspections, enforce state law, or impose penalties.

FINDING:

- The relatively modest fees imposed on offenders in correctional centers and community centers offer a good balance of holding inmates responsible for certain services they may use, to decrease the hardships that can be found during reentry.

Objective 6

Recommend improvements to agency practices and procedures, including means to decrease regulatory burdens or restrictions without decreasing public service and safety.

FINDING:

- Life Success Substance Abuse Treatment (LSSAT) is the lowest cost substance treatment program on a per capita basis offered by the DOC at \$3.34 per day.
- LSSAT is an effective program, as inmates completing the program had a 14.7% recidivism rate.

Objective 7

Identify areas in which programs and jurisdiction of agencies overlap and assess the quality of interagency cooperation in those areas.

FINDING:

- DOC's working relationship with its partner agencies is good.
- Interagency agreements helped DOC and partner agencies make the most efficient use of state staff, equipment, and facilities.

Objective 8

Evaluate whether agency promptly and effectively addresses complaints.

FINDING:

- DOC's inmate management system (ACOMS) does not currently retain and compute basic grievance tracking data.
- DOC does not maintain a database that documents complaints from members of the public or the department's complaint resolution process.

Objective 9

Evaluate to what extent the agency encourages and uses public participation in rulemaking and other decision making.

FINDING:

- DOC followed statutory requirements, regulations/rules, and State of Alaska Department of Law guidelines for notification of the public when proposing administrative regulatory actions.
- DOC was not required to comply with the laws and regulations for notification to the local council of the siting of Goose Creek Correctional Center.

Objective 10

Evaluate agency's process for implementing technology and recommend new types of uses of technology to improve agency efficiency and effectiveness.

FINDING:

- The allocation of operational spending for IT at DOC is low relative to other major Alaska state government agencies.
- Some progress has been made in basic updates to its IT systems to maintain them at a functional level.
- The failure to develop effective strategic IT plans has impaired the DOC's potential to take advantage of technology.

Objective 11

Identify services provided by programs and functions duplicated by another agency or private entity and recommend the most effective and efficient way to perform those services.

FINDING:

- DOC makes effective use of outside service providers as needed to reduce costs and/or potentially improve service delivery when and where it can.

Objective 12

Evaluate whether the agency priorities reported to the Legislature under AS 37.07.050(a)(13) and the list of programs or elements of programs provided under AS 44.66.020(c)(2) are consistent with the results of the review.

FINDING:

- DOC's reported priorities are consistent with the department's mission.

Objective 13

Identify agencies that could be terminated or consolidated, reductions in costs, and potential program or cost reductions based on policy changes.

FINDING:

- DOC should not be terminated or consolidated into another agency. The mission of the DOC addresses key statutory authorizations and requirements, and no other state agency is authorized or equipped to perform this mission.
- Core mission components are consistently provided and necessary for the performance of that mission.
- The impact of the specific reformatory programs requires ongoing evaluation to determine their relative effectiveness.

Objective 14

Identify the extent to which statutory, regulatory, budgetary or other changes are necessary to enable the agency to better serve the interests of public and to correct problems identified during review.

FINDING:

- Interviews with key department staff and testimony from public hearings identified no specific statutes, regulations, or budget rules that must be eliminated or changed.
- Significant increases in efficiency and associated reductions in system cost require revisiting state policy on housing inmates out of state.

Objective 15

Evaluate the agency process for development of capital projects.

FINDING:

- DOC does not have a process or system to adequately evaluate or plan for long-term capital needs.
- The department also lacks a long-term facilities master plan that assesses and prioritizes current facility conditions and needs, projects and explains future changes in the size and composition of the prison population that will drive long-term prison capacity requirements.

Objective 16

Identify any other elements appropriate to a performance management review.

FINDING:

- DOC's plans are not informed by analysis or understanding of the long-term dynamics of a changing prison system population.

Objective 17

Assess Department of Correction's health care policies, procedures, operational practices, and compliance systems. Analyze data and statistics on inmate health care needs, indicators of delivery levels, general health acuity of inmate population, and health care outcomes.

FINDING:

- Health care policies and practices have significant omissions that could affect the quality of services provided.
- Overall delivery of health care appears to be adequately and efficiently managed.

The End