

OVERVIEW:
DEPT. OF
CORREC-
TIONS

Email Message from Commissioner Tandeske

February 5, 2003

Members of the Alaska Department of Public Safety:

It is with great pleasure that I return to the department.

First, let me say that I am honored to have been chosen by Governor Murkowski to head what I have long considered to be the finest, most professional agency in the state.

For those of you who do not know me, I would like to let you know a little about myself and how I intend to lead your department. As many of you know I grew up in this agency. I spent nearly 26-years as a Trooper and retired a few years ago as a Major and Deputy Director of the Troopers. Over the course of my career as a Trooper, I worked closely with all of the other functions in the department at one time or another. As a result, I have a solid understanding and, more importantly, a tremendous respect for the services that each and every one of you provide to the citizens of this state.

Your job has become more and more complex over the years. The demand for the services you provide has steadily risen while at the same time resources have become more scarce. As this has occurred, you have been able to tighten your belts and meet the needs in spite of the challenges. We are at a point where there is little belt left to tighten yet the demands continue to march upward. This means that in order to survive as a viable entity we must rethink how we approach our mission and be adaptable to change.

While I intend to bring about positive, constructive change, I also intend to do it in a careful and thoughtful manner that will have the least impact on you as you continue to provide public service. Some of the changes may be painful, some welcome. My job will be to insure that any and all changes are necessary, purposeful and serve to move the department forward to meet the rapidly changing challenges we face.

At the core of my leadership philosophy are a few basic principles that I will live by and I will expect every employee of this department to live by. Let me start with the three that we see every day in our offices and on our vehicles - loyalty, integrity and courage.

The internal health of this agency is reflected every day by the public face of the agency - how the people we serve view us and the job we are doing for them. I expect every employee of this department to conduct the daily business of the department, both internal and public, in a manner that reflects loyalty to the ideals and laws we live by, with integrity that is beyond reproach and with the courage to do what is right in the face of adversity.

Professionalism - One of my personal goals is to instill a sense of pride and professionalism in every corner of this agency. I will demand that every aspect of the department's business be conducted in a professional manner and done so with a sense of pride in knowing that every action you take, every contact you make and every service you provide reflects positively on you

and on your department. The people we serve may not always agree with us but they will always consider us to be professional.

Fairness - I strongly believe in fair and equal treatment for employees and for the citizenry we serve. No person shall be given better or worse treatment due to any kind of status or condition. All business, whether internal or external, shall be conducted in a fair and honest manner. All decision-making processes shall be conducted in a fair and impartial manner and shall be closely scrutinized and regularly challenged to insure that they are clearly defensible.

Accountability - I will ensure and enforce strict accountability at every level. At the highest level we are all accountable to the people of this State. It is my charge to insure that accountability throughout all levels of this agency and I intend to do just that. Every employee of this agency must understand what their responsibilities are and how those responsibilities fit into the overall mission of this agency.

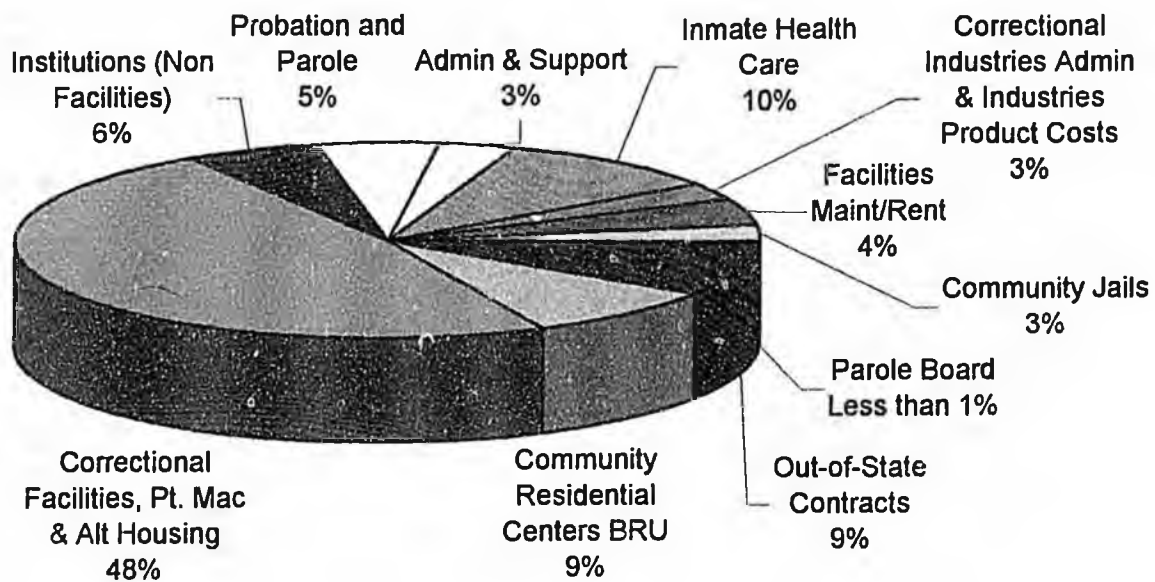
I intend to be actively involved in the day-to-day activities of this agency. I have a keen interest in what you do and how you do it. My interest stems from two points - a need to insure that this agency is carrying out its appointed mission and a need to insure that we are doing things in the best and most efficient manner possible given the resources we have.

My first days as Commissioner have been largely focused on administrative matters and getting up to speed on budget, performance measures and legislative issues. It is my desire to have a deputy commissioner named and in place in a matter of days. I will do my very best to visit employees throughout the state as soon as feasible. In the interim, I ask for your patience given the timing of my appointment in relation to the legislative session.

I shall continually strive to secure additional resources for you at every opportunity. I strongly believe in what you do and why you do it. I will do my best to serve you and represent you in an exemplary manner and to uphold the proud traditions you have worked so hard to defend. I consider all of you as part of a family that I am extremely proud to once again be associated with.

Bill Tandeske
Commissioner

Department of Corrections Fiscal Year 2003 Management Plan



Administration & Operations BRU:

<i>Correctional Facilities, Pt. MacKenzie Farm & Alt Housing</i>	\$87,093.0
<i>Institutions (Non Facilities)</i>	\$10,363.5
<i>Probation and Parole</i>	\$9,621.4
<i>Admin & Support</i>	\$5,906.8
<i>Inmate Health Care</i>	\$18,125.7
<i>Correctional Industries Admin & Industries Product Costs</i>	\$5,113.8
<i>Facilities Maintenance/Rent</i>	\$7,871.8
<i>Community Jails</i>	\$4,918.7
<i>Parole Board</i>	\$531.2
<i>Out-of-State Contracts</i>	\$15,683.4

Community Residential Centers BRU: \$15,532.9

Department Total \$180,762.2

Fund Sources

<i>Federal Funds</i>	\$3,445.6
<i>General Funds</i>	\$154,796.7
<i>Other</i>	\$22,519.9

Total \$180,762.2

**ALASKA LEGISLATURE
HOUSE OF REPRESENTATIVES
JUDICIARY COMMITTEE**

DEPARTMENT OF CORRECTIONS OVERVIEW

February 12, 2003

Management Team

Marc Antrim – Commissioner
Don Stolworthy – Deputy Commissioner
Portia Parker – Assistant Commissioner
Lei Tupou – Special Assistant
Jerry Burnett – Director, Division of Administrative Services
Mike Addington – Director, Division of Institutions
Teri Moss – Director, Division of Community Corrections

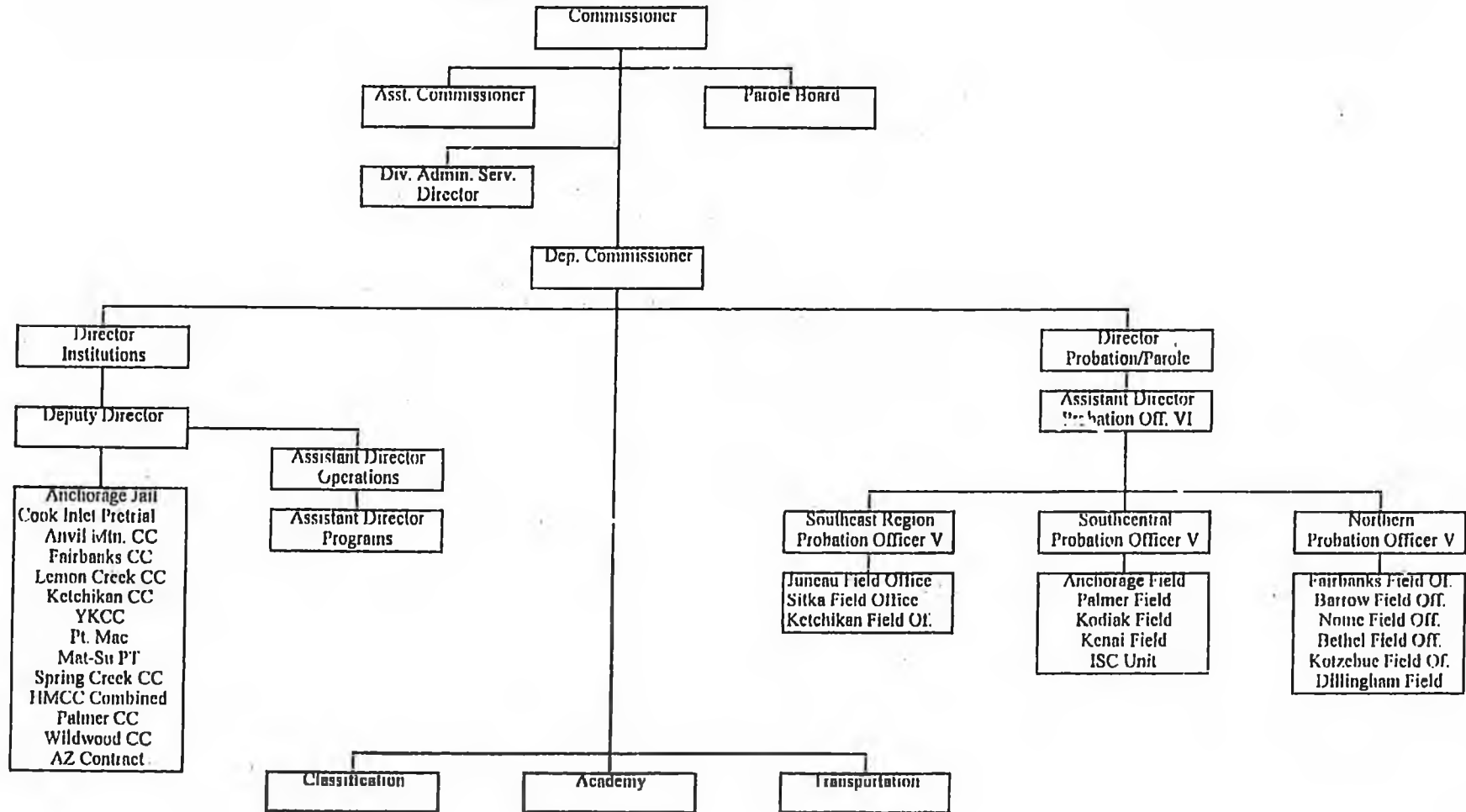
Governor's Office Contact: Frank Homan, Special Staff Assistant

Highlights

- 1474 Permanent Full-Time staff, 3 Permanent Part-Time staff (including 790 Correctional Officers and 164 Adult Probation Officers.)
- 12 Correctional Facilities (2908 beds total)
- 1 Prison Farm (Pt. MacKenzie, 78 beds)
- 1 Out-of-State Prison (Florence Correctional Center, contracted for 626 beds)
- 15 Local Community Jails (153 beds total)
(Bristol Bay Borough, Cordova, Craig, Dillingham, Haines, Homer, Kodiak, Kotzebue, North Slope Borough, Petersburg, Seward, Sitka, Unalaska, Valdez, Wrangell.)
- 13 Regional Adult Probation Offices
- 7 Community Residential Centers (Contracts for 631 Regular Beds, 102 per diem beds)

Organization Chart Discussion

ALASKA DEPARTMENT OF CORRECTIONS
ORGANIZATIONAL OVERVIEW



Inmate Programs

- Adult Basic Education
- General Education Diploma
- Youth Offender Program – Spring Creek Correctional Center
- Substance Abuse
- Sex Offender Treatment
 - Highland Mountain Treatment Program
 - Lemon Creek Education Program
- Anger Management/Batterer's Program
- Vocational/Technical
- Arts/Crafts

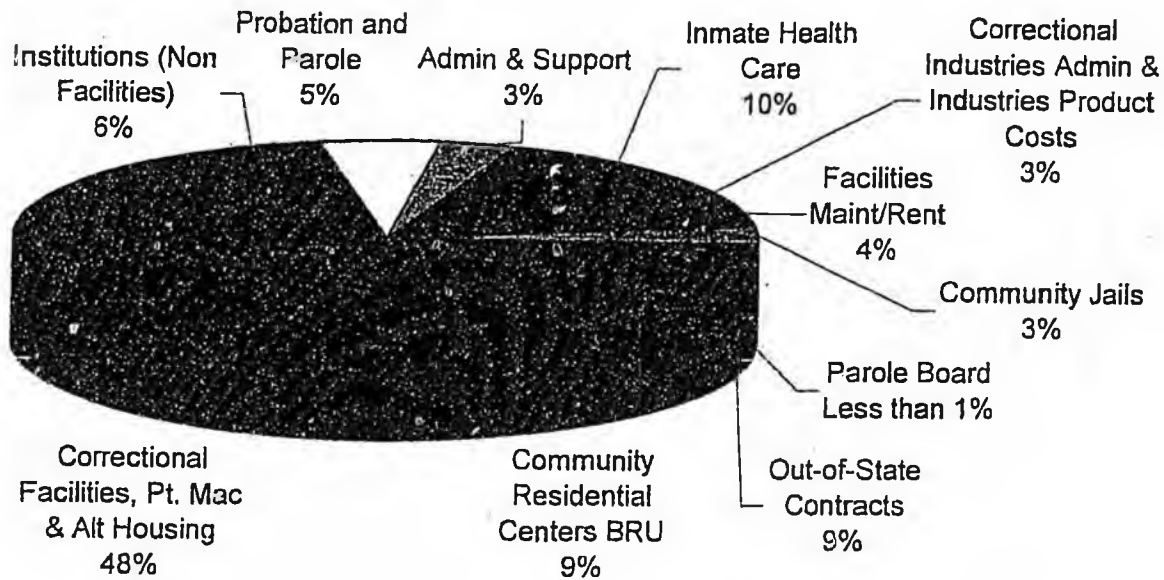
Probation Officer Caseloads

The American Correctional Association recommends a caseload of 70-75 with no pre-sentence reports, and 60-65 cases with 1-2 pre-sentence reports per month. Specialized caseloads should be 35-50.

Field Offices	Regular Case Load
Northern Region	
Fairbanks	71
Barrow	73
Nome	100
Bethel	84
Kotzebue	88
Southcentral Region	
Anchorage	93
Palmer	77
Kenai	82
Dillingham	76
Kodiak	85
Inter-State Compact	---
Southeast Region	
Juneau	66
Sitka	36
Ketchikan	66

Budget Information Attachment

**Department of Corrections
Fiscal Year 2003 Management Plan**



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Department of Corrections
Overview of State Correctional Institutions, Prisoner Capacity, and Staffing

Correctional Center	Year Built (Main Building)	Combined Square Footage (All Areas)	Maximum Capacity	Emergency Capacity	Staff C.O.s/Total	Ration COs to Emergency Cap
Anchorage Jail	2002	200,000	388	416	85/138	1 / 4.9
Anvil Mountain	1984	33,475	102	104	27/39	1 / 3.86
Cook Inlet	1981	95,801	397	403	91/117	1 / 4.43
Combined Hiland Mountain	1972	141,349	225	233	69/93	1 / 3.38
Fairbanks	1965	88,650	200	211	65/88	1 / 3.25
Ketchikan	1981	15,167	52	58	28/36	1 / 2.08
Lemori Creek	1967	85,328	164	170	57/78	1 / 2.99
Matanuska-Susitna	1985	22,384	82	85	27/35	1 / 3.15
Palmer	1981	136,764	383	390	71/102	1 / 5.50
Spring Creek	1985	189,787	466	486	147/191	1 / 3.31
Wildwood	1953	174,307	361	368	71/101	1 / 5.19
Yukon-Kuskokwim	1983	25,320	88	92	28/40	1 / 3.29
Total		1,208,332	2,908	3,016	766/1058	1 / 3.94

DEPARTMENT OF CORRECTIONS

	FY 2003 Mgt Plan	Vacant PCN's as of 2/2/2003
Adult Probation Officer I	12	1
Adult Probation Officer II	111	9
Adult Probation Officer III	33	3
Adult Probation Officer IV	2	0
Adult Probation Officer V	5	1
Adult Probation Officer VI	1	0
TOTAL	164	14

Correctional Officer I	104	3
Correctional Officer II	566	64
Correctional Officer III	118	4
Correctional Officer IV	4	3
TOTAL	792	74

Nurse II	30	8
Nurse II Psych	6	2
Nurse III	9	1
Nurse III Psych	1	1
Nurse IV Psych	1	0
TOTAL	47	12

DEPARTMENT OF CORRECTIONS
Fiscal Year 2003 COST OF CARE
(Based on Fiscal Year 2002 Actuals)

BILLING RATE CALCULATION

ANNUAL TOTAL MANDAYS 1,040,831

INDIVIDUAL INSTITUTION RATES

Institutions	Total Cost	Mandays	Inst. Cost	Inmate Programs	Inmate Hlth.Care	Div.of Admin.& Support Cost	Statewide Direct Cost	Total
Anchorage Jail	\$ 4,207,448.53	26,755	\$ 157.26	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 193.51
Anvil Mt.CC	\$ 3,827,124.93	36,430	\$ 105.06	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 141.30
Cook Inlet	\$ 9,521,144.63	149,163	\$ 63.83	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 100.08
Fairbanks CC	\$ 6,843,374.90	76,109	\$ 89.92	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 126.16
Hiland Mt.CC	\$ 7,142,287.06	105,991	\$ 67.39	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 103.63
Ketchikan CC	\$ 2,759,922.38	20,515	\$ 134.53	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 170.78
Lemon Creek	\$ 5,827,761.36	61,080	\$ 95.41	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 131.66
Mat-Su Pre-Trial	\$ 2,699,075.64	30,309	\$ 88.79	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 125.04
Palmer CC	\$ 8,207,261.58	143,570	\$ 57.17	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 93.41
Sixth Avenue	\$ 3,419,265.19	31,339	\$ 109.11	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 145.36
Spring Creek	\$ 13,586,189.51	188,030	\$ 72.26	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 108.50
Wildwood CC	\$ 8,134,816.59	130,178	\$ 62.49	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 98.74
YKCC	\$ 3,868,924.76	35,373	\$ 109.37	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 145.62
Tents	\$ 165,372.83	5,901	\$ 28.03	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 84.27
Totals	\$80,209,969.89	1,040,831	\$ 77.06	\$ 4.43	\$ 16.88	\$ 4.44	\$ 10.50	\$ 113.31

COMPONENT	TOTAL EXPENSES	LESS REIMB	ADJUSTED COSTS	BILLING RATE
INSTITUTIONS	\$ 80,278,687.89			
Institutions	\$ 80,113,315.06			
Less: DHSS RSA Youth Meals		\$ (68,718.00)		
Alternative Housing	\$ 165,372.83		\$ 80,209,969.89	\$ 77.06
INMATE PROGRAMS	\$ 4,609,357.59		\$ 4,609,357.59	\$ 4.43
Inmate Programs	\$ 3,420,352.87			
White Blson	\$ 50,000.00			
ACI Administration	\$ 1,139,004.72			
INMATE HEALTH CARE	\$ 17,571,477.44		\$ 17,571,477.44	\$ 16.88
ADMIN & SUPPORT	\$ 4,615,630.87	\$ -	\$ 4,615,630.87	\$ 4.44
% for Institution Operations	\$ 4,615,630.87			
STATEWIDE DIRECT COSTS	\$ 11,065,350.54	\$ -		
Institutions Director's Office	\$ 969,879.34			
Equipment & Bldg. Depreciation	\$ 7,807,705.89			
Facility Planning - CIP	\$ 286,954.84			
Transportation & Classification	\$ 1,991,010.37			
Less: DPS RSA Transport		\$ (140,000.00)	\$ 10,925,350.54	\$ 10.50
BILLING RATE	\$ 118,140,504.33	\$ (208,718.00)	\$ 117,931,786.33	\$ 113.31

**Department of Corrections
Daily Cost of Care**

2003 (based on FY02 actuals)	2002* (based on FY01 actuals)	2001 (based on FY00 actuals)	2000 (based on FY99 actuals)	1999 (based on FY98 actuals)	1998 (based on FY97 actuals)	1997 (based on FY96 actuals)	1996 (based on FY95 actuals)	1995 (based on FY94 actuals)	1994 (based on FY93 actuals)
\$ 113.31	\$ 114.37	\$ 111.89	\$ 110.73	\$ 97.62	\$ 100.07	\$ 105.27	\$ 106.63	\$ 106.56	\$ 113.21

**Note: FY2002 increase due to Risk Management updates to property*

Prisoner Population

As of Friday, February 7, 2003:

- 3,066 prisoners were incarcerated in facilities in the State, which put us at 99% capacity
- 619 prisoners were incarcerated in the Florence Correctional Center in Arizona.
- 21 prisoners were at other out of state facilities
- 164 were on electronic monitoring
- 719 prisoners were in halfway houses
- 4778 offenders supervised by the Probation Field Offices

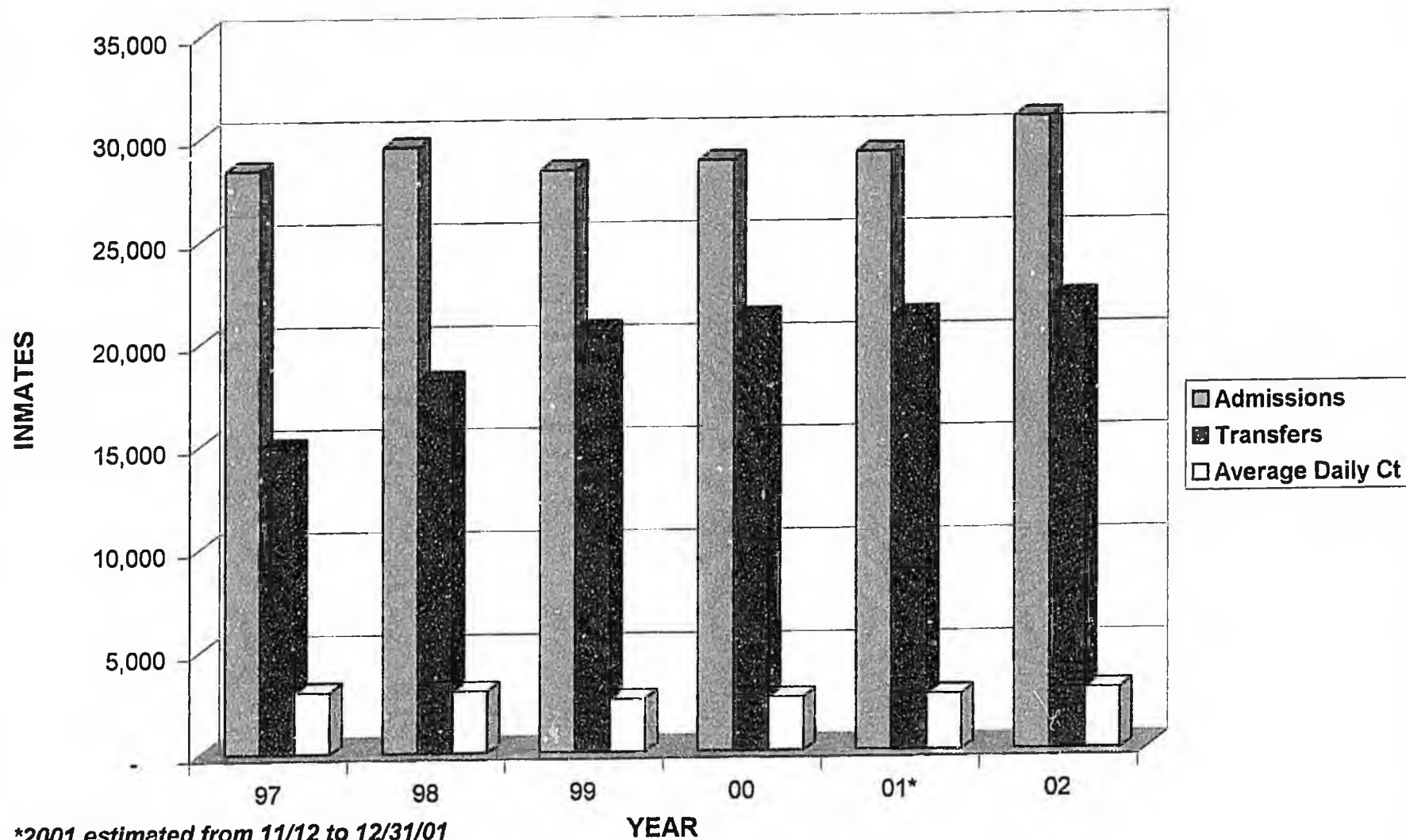
Population Trends Chart

Prisoner Movement Chart

GOALS for FY04

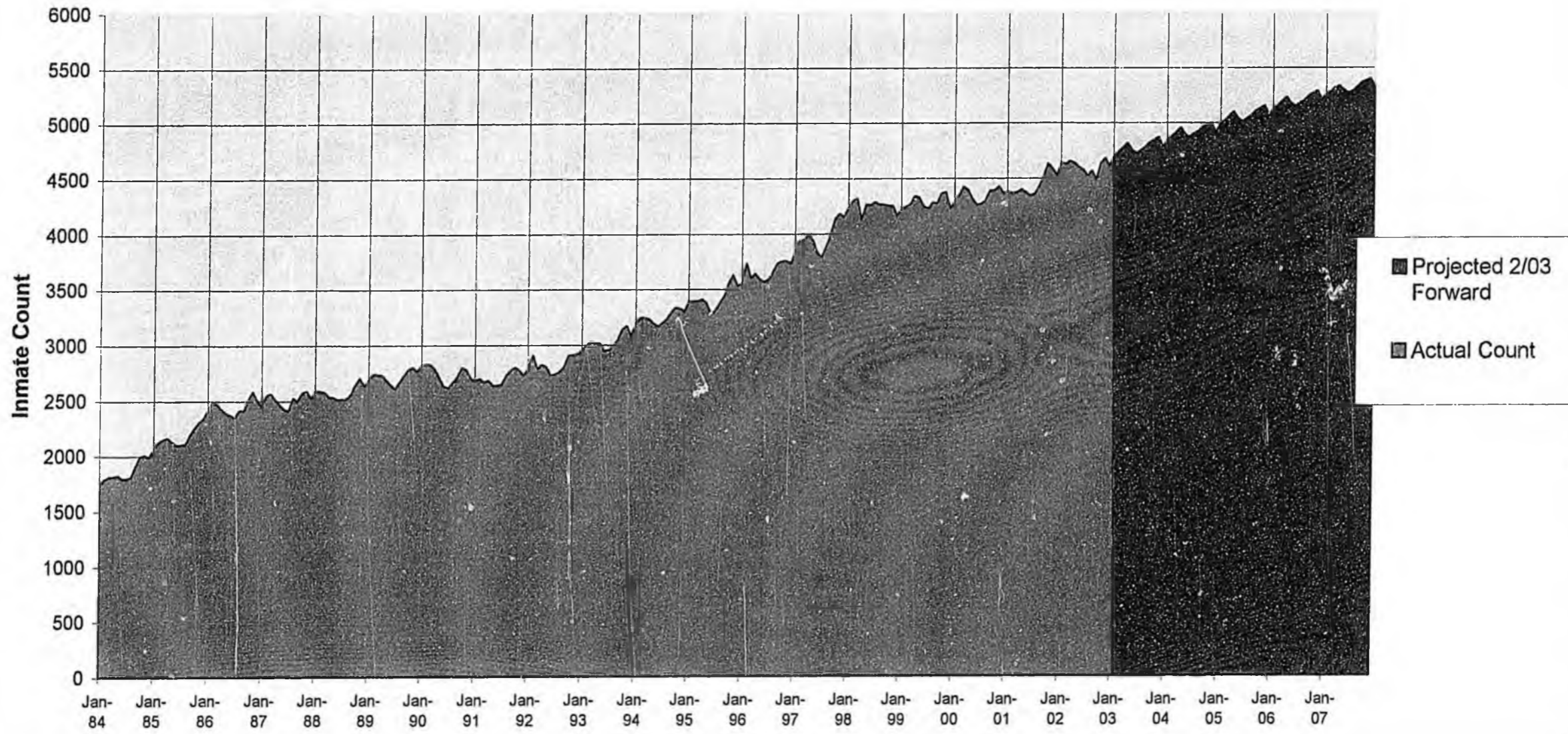
- Reorganization for greater efficiency and improved public safety
- Program Audits
- Medical Cost Containment
- Feasibility of opening the Anchorage Jail Infirmary
- Population Management
Temporary Housing Options
- Staff Recruitment
Increase in Native Alaskans and females
- Improved Training Academy
- Explore opportunities with Department Of Labor and Workforce Development for prisoner employment/rehabilitation training.
- Improve Missions and Measures

**Institutions Only
1997 to 2002**



**2001 estimated from 11/12 to 12/31/01
(OBSCIS/OTIS Conversion)*

Inmate Population Statistics



Closing

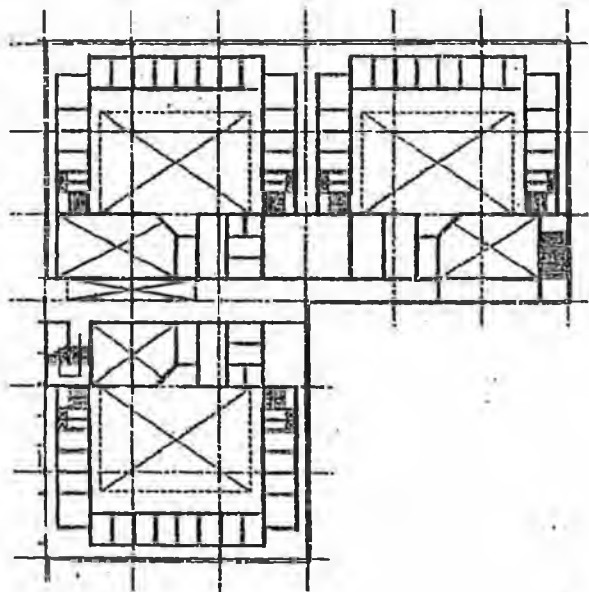
Under the previous administration Corrections took on a larger role as a social service provider than was originally envisioned.

- Approximately 300 of the prisoners incarcerated at any given time are chronically mentally ill.
- Due to the fact that there are few sleep-off centers in the state, all of the Corrections facilities routinely receive public inebriates and hold them for 12-hours until they are sober.
- Only Anchorage and Juneau routinely charge arrested persons with violations of city ordinances. Corrections then bills those governments for the costs of incarceration. Most cities and towns haven't developed city ordinances and instead arrest persons for violation of state charges, leaving Corrections and the State to assume all the costs of incarceration.

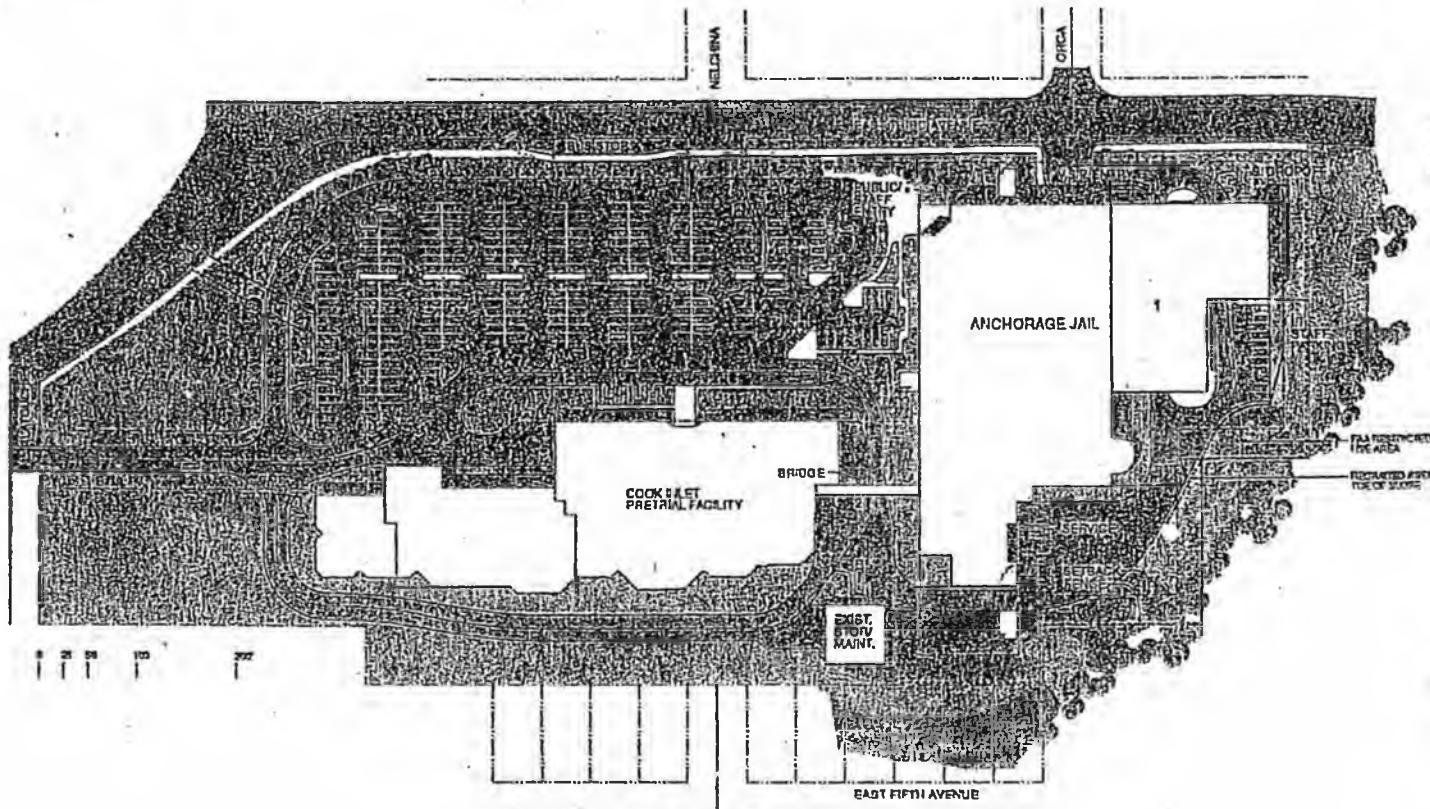
This document was prepared by the Alaska Department of Corrections, Office of the Commissioner for presentation to the Alaska State Legislature, State Senate, Judiciary Committee.

ANCHORAGE

JAIL



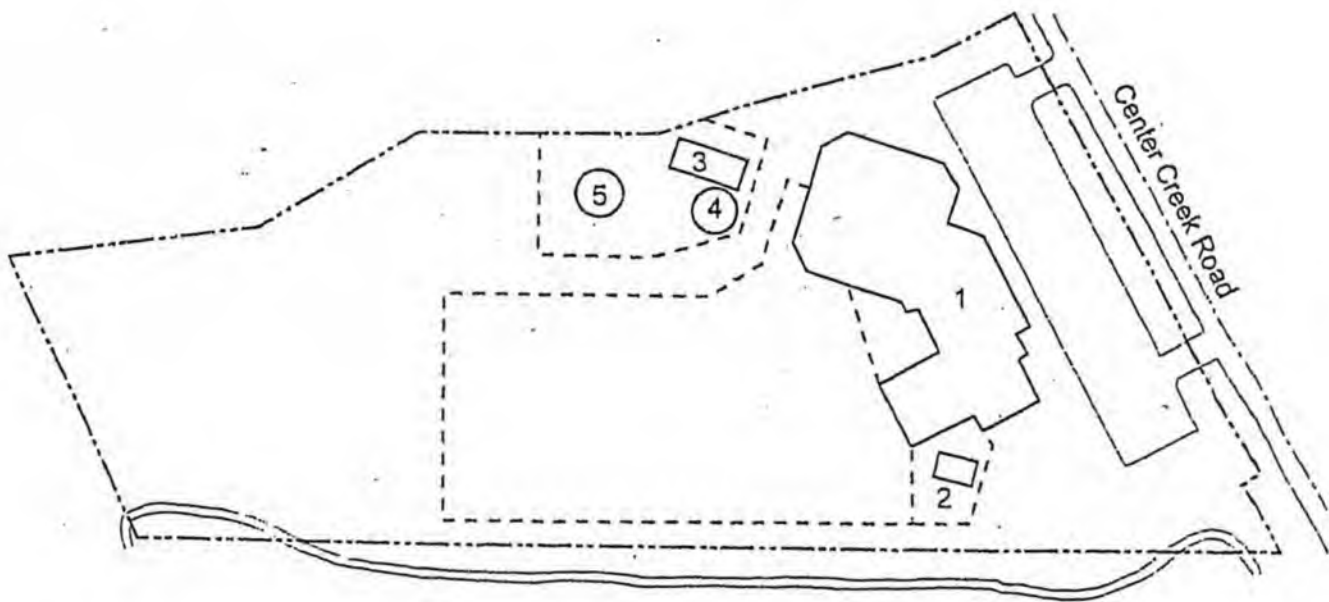
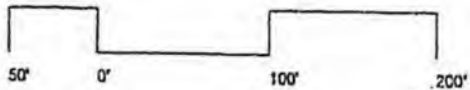
2nd Floor Addition: 3 Housing Pods



-  1 New Housing Pods
-  2 Sky Bridge

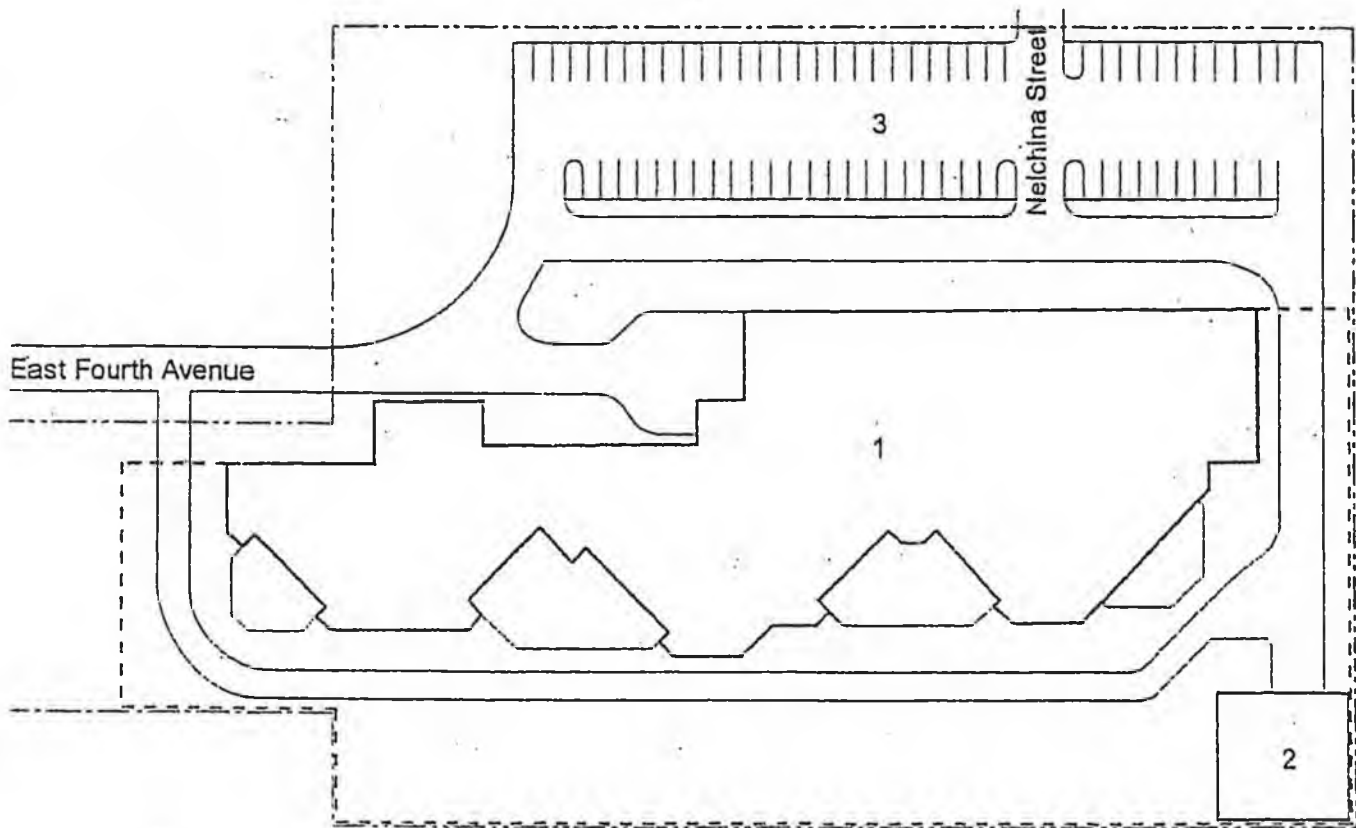
Anvil Mountain Correctional Center Nome, Alaska

- 1 Correctional Center
- 2 Vocational Education
- 3 Utilities Building
- 4 Water Storage Tank
- 5 Fuel Oil Storage Tank



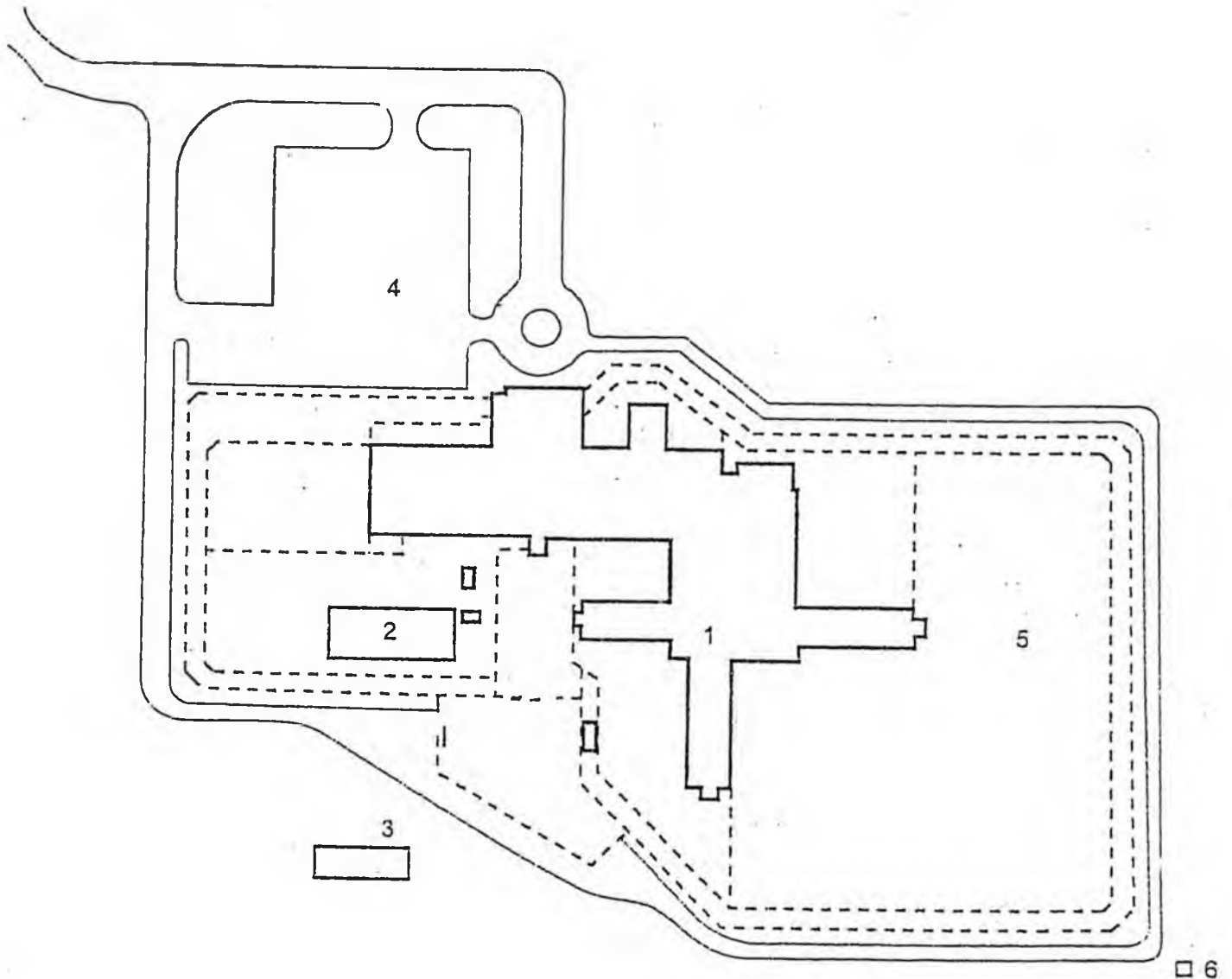
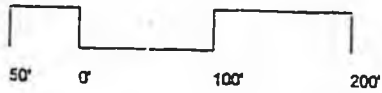
Cook Inlet Pretrial Facility Anchorage, Alaska

- 1 Pretrial Facility
- 2 Storage Warehouse
- 3 Parking



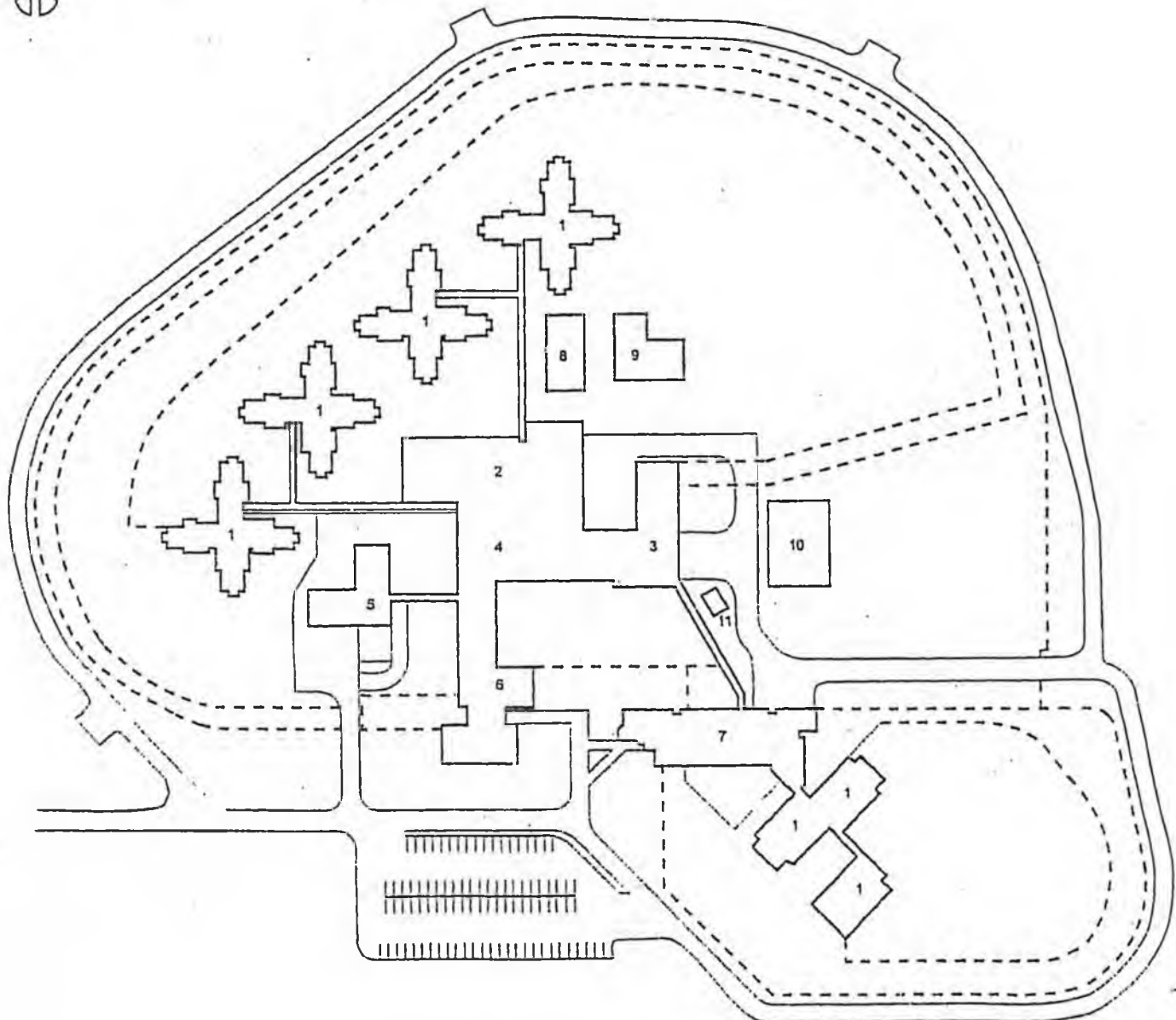
**Fairbanks Correctional Center
Fairbanks, Alaska**

- 1 Fairbanks Correctional Center
- 2 Prison Industries
- 3 Service Yard Storage
- 4 Parking
- 5 Outdoor Rec Yard
- 6 Rec Yard Tower



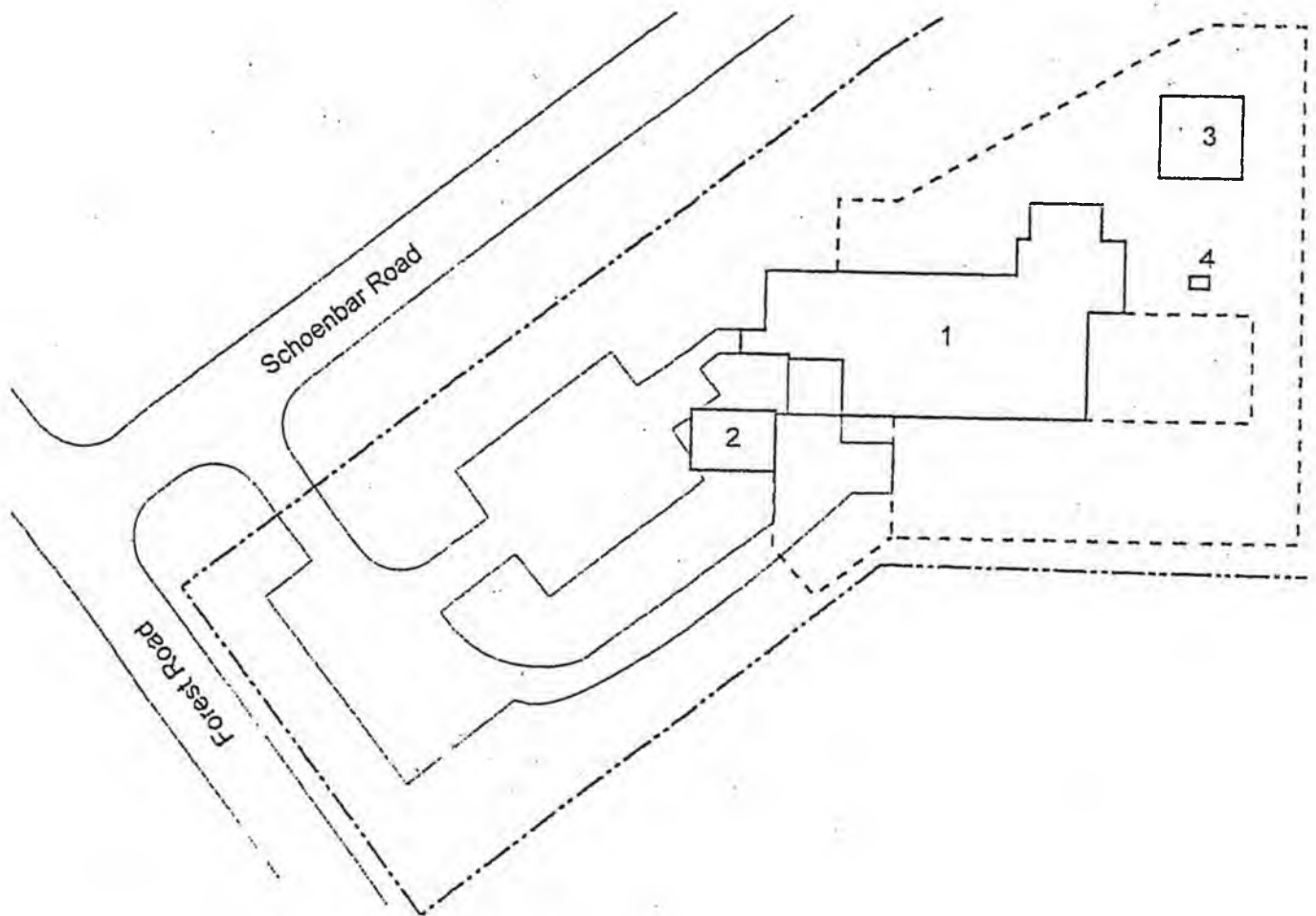
**Hiland Mountain/Meadow Creek
Correctional Center
Palmer, Alaska**

- 1 Housing
- 2 Gym and Programs
- 3 Central Plant
- 4 Dining, Kitchen, Library
- 5 Special Handling
- 6 Administration
- 7 MCCC Programs and Support
- 8 Classroom
- 9 Greenhouse
- 10 Maintenance
- 11 Freezer



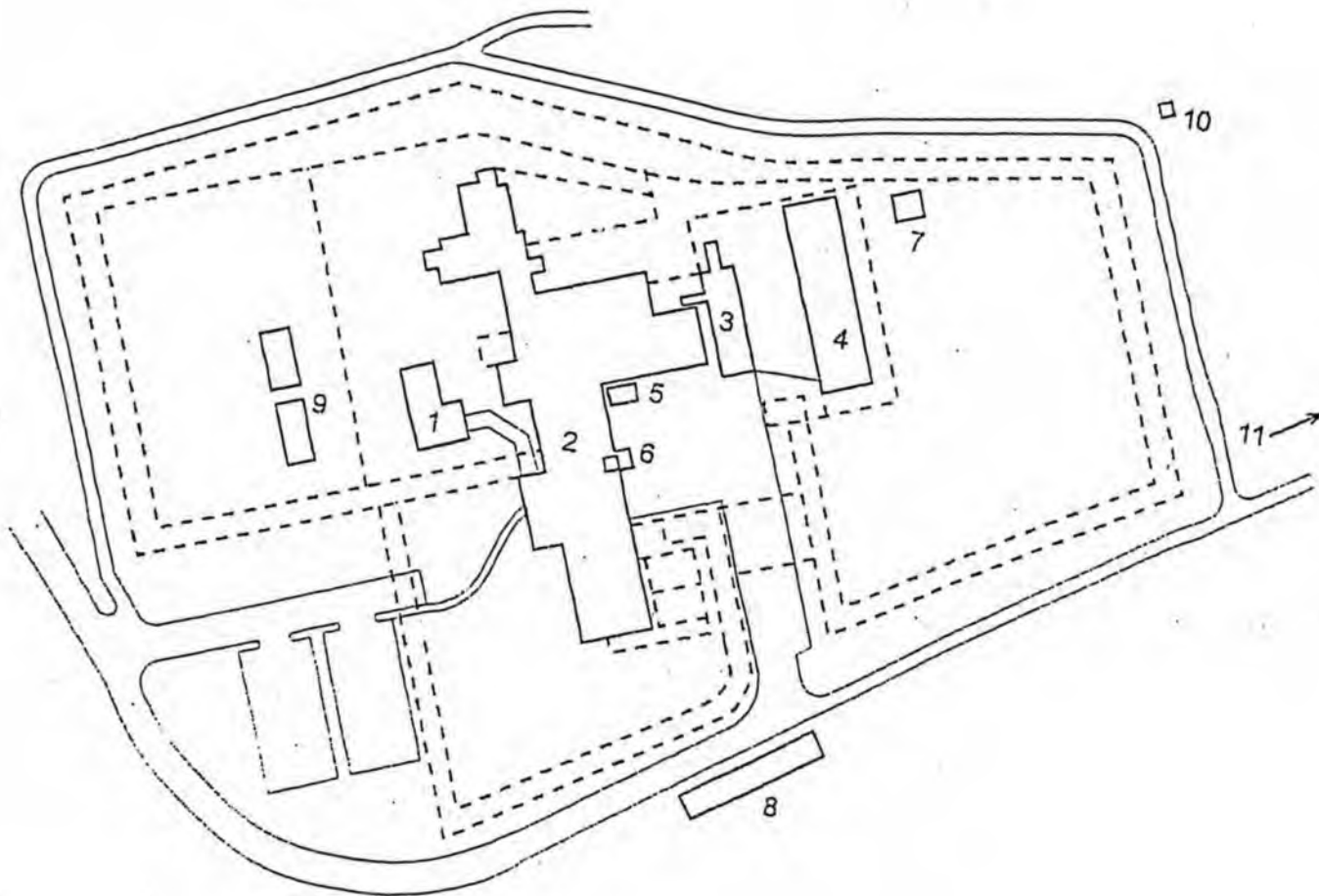
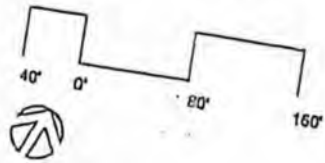
Ketchikan Correctional Center Ketchikan, Alaska

- 1 Correctional Center
- 2 Administration
- 3 Maintenance Shop
- 4 Rec Yard Tower



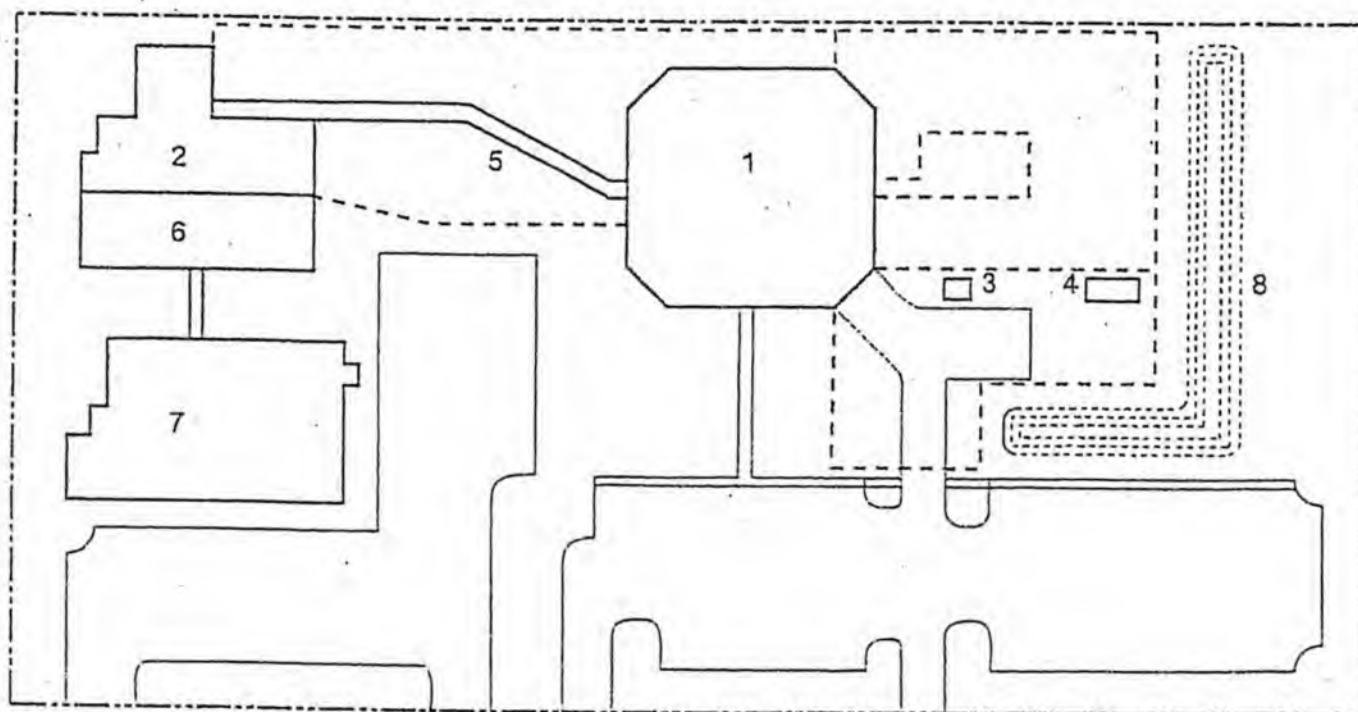
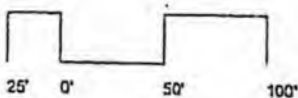
**Lemon Creek Correctional Center
Juneau, Alaska**

- 1 Administration
- 2 Correctional Center
- 3 Maintenance
- 4 Industries
- 5 Freezer
- 6 Tower
- 7 Weight Shed
- 8 Vehicle Storage
- 9 Greenhouses
- 10 Rec Yard Tower
- 11 Range House



Mat-Su Pretrial Facility Palmer, Alaska

- 1 Pretrial Facility
- 2 Holding and Booking
- 3 Generator
- 4 Storage Shed
- 5 Interconnect
- 6 Palmer Police Department
- 7 Department of Public Safety
- 8 Berm



East Dogwood Avenue

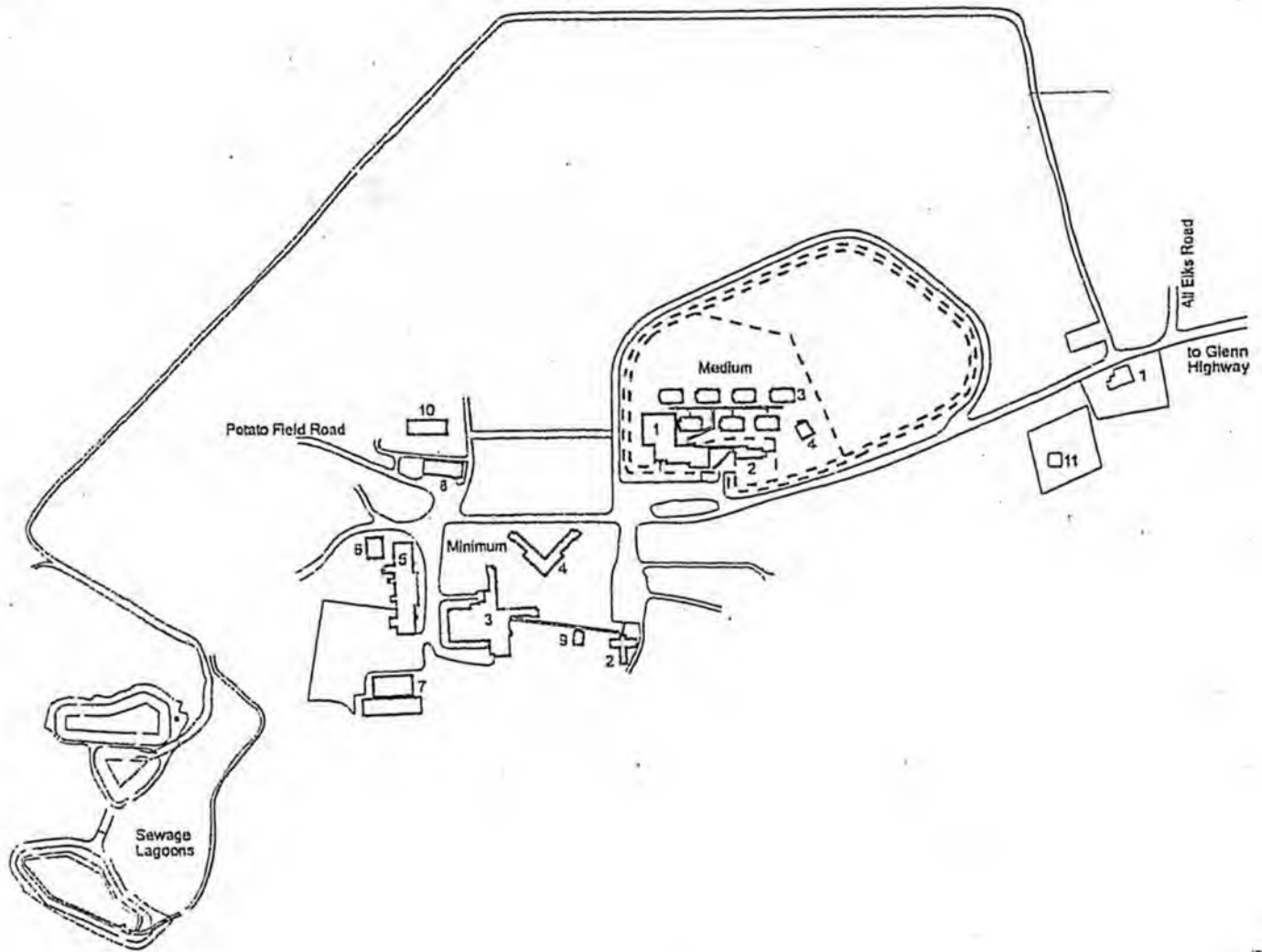
**Palmer Correctional Center
Sutton, Alaska**

Minimum Security Buildings

- 1 Visitor's Center
- 2 Administration
- 3 Minimum Security Unit
- 4 Housing
- 5 Shops
- 6 Paint Shop
- 7 Greenhouse
- 8 Warehouse
- 9 Chapel
- 10 Warehouse
- 11 Pavilion

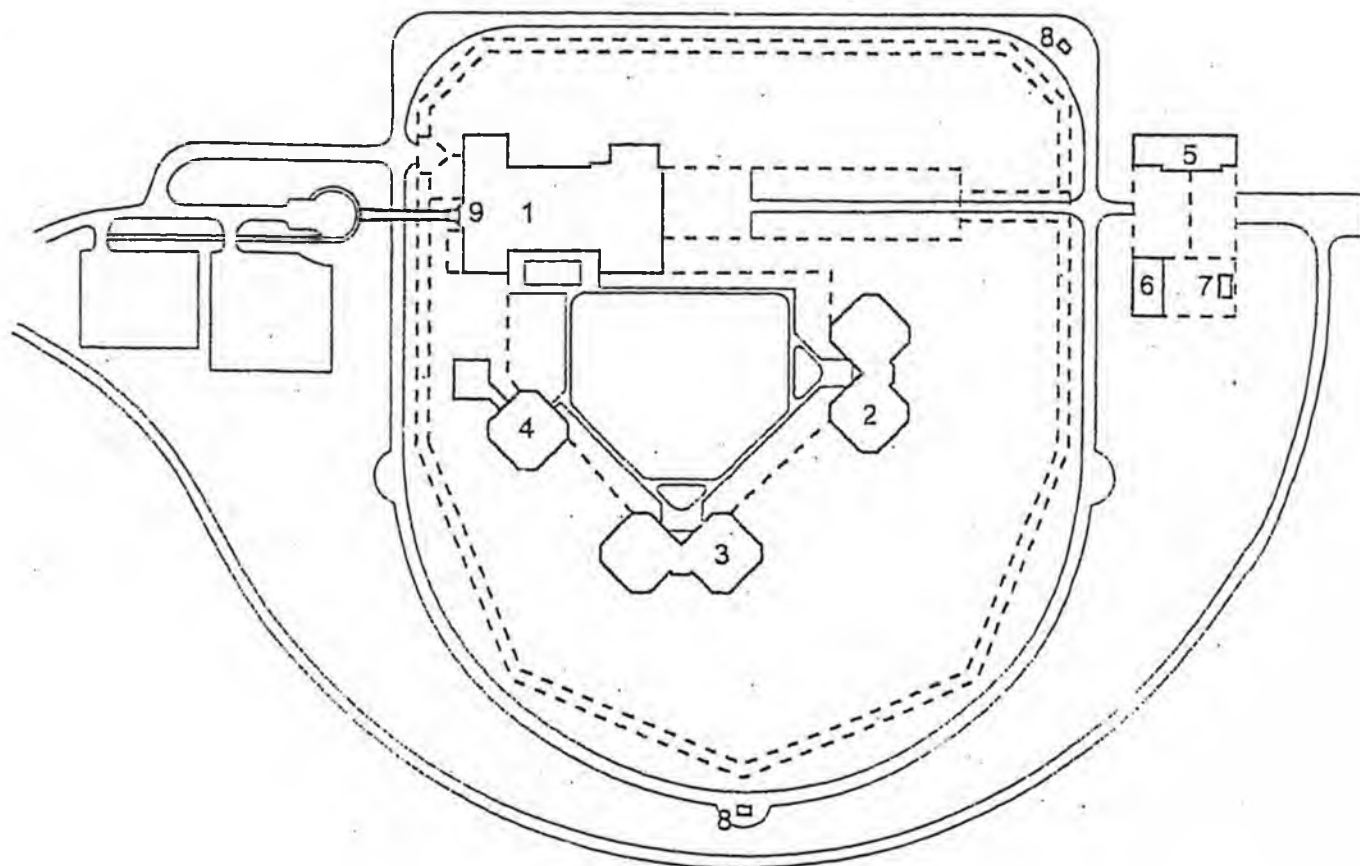
Medium Security Buildings

- 1 Medium Security Unit
- 2 Special Handling Unit
- 3 Housing
- 4 Chapel



Spring Creek Correctional Center Seward, Alaska

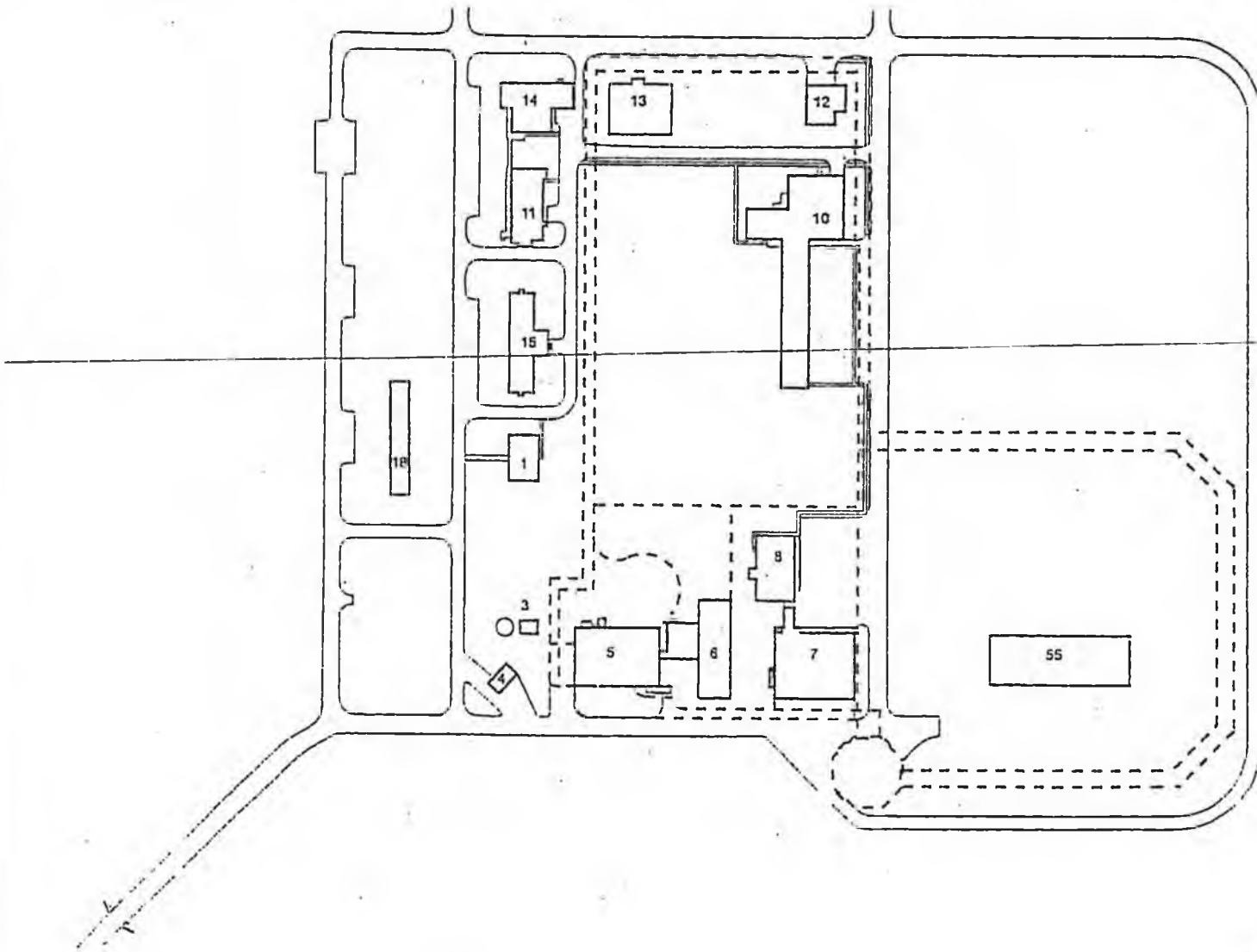
- 1 Administration Program and Support
- 2 Housing
- 3 Housing
- 4 Segregated Housing
- 5 Warehouse
- 6 Motorpool
- 7 Fuel Dispensing
- 8 Observation Canopies
- 9 Tower



Wildwood Correctional Center Kenai, Alaska

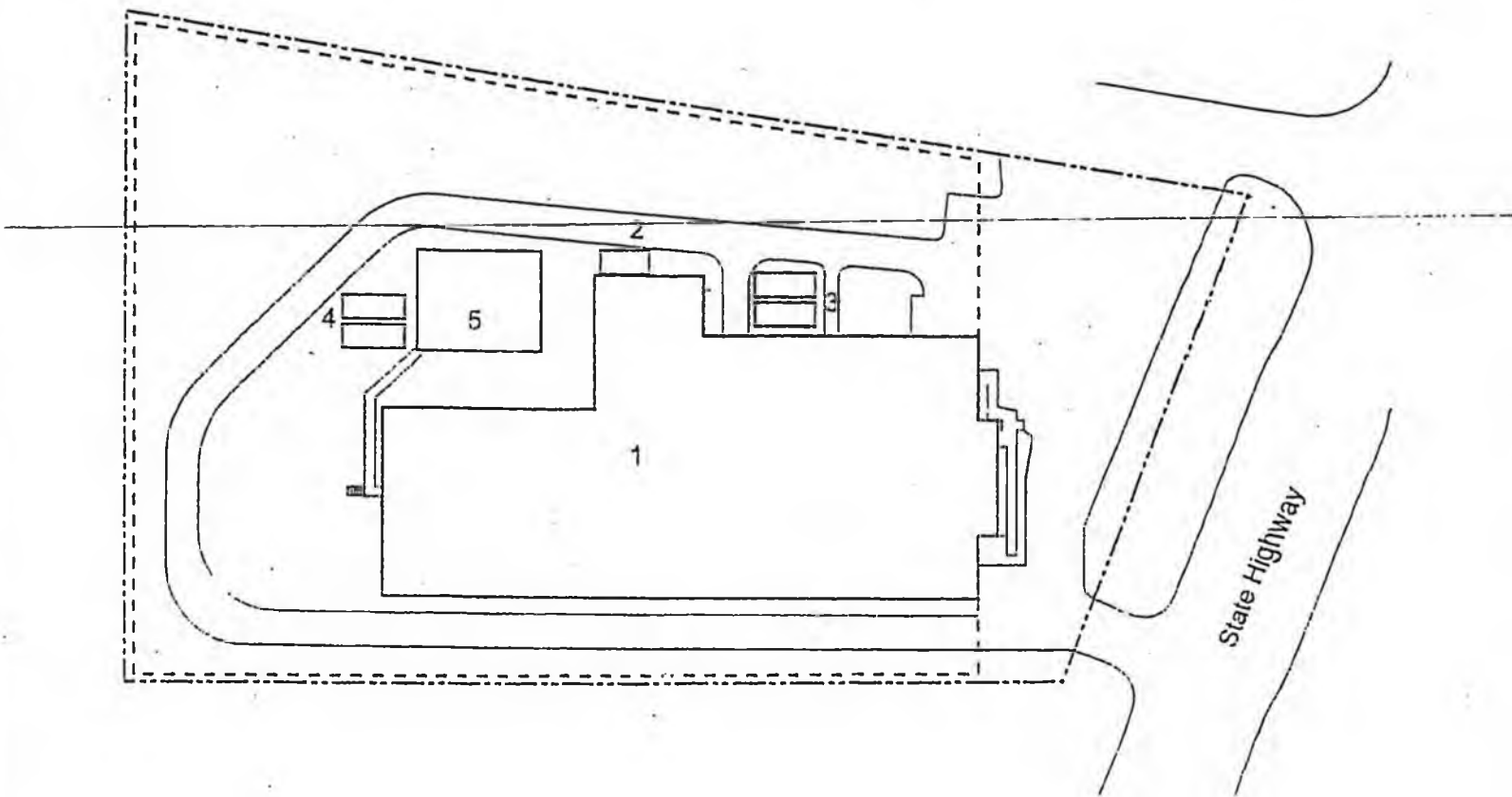
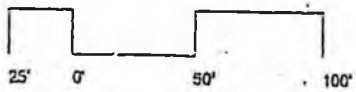
- 1 Administration
- 3 Pump Station
- 4 Gas Station (deactivated)
- 5 Pretrial Facility
- 6 Pretrial Facility (under construction)
- 7 Industries
- 8 Warehouse

- 10 Housing and Programs
- 11 Storage (temporary)
- 12 Storage
- 13 Gym and Programs
- 14 Storage (temporary)
- 15 Storage (temporary)
- 18 Outside Administration (future)
- 55 Maintenance



Yukon-Kuskokwim Correctional Center Bethel, Alaska

- 1 Correctional Center
- 2 Shop
- 3 Freezer Vans
- 4 Storage Vans
- 5 Outdoor Rec Yard



**Point MacKenzie Rehabilitation Program
Point MacKenzie, Alaska**

- | | |
|----------------------|--|
| 1 Main House | 10 Electrical Building |
| 2 Gate House | 11 Classroom |
| 3 Ranch House | 12 Administration |
| 4 Generator Building | 13 Kitchen/Dining |
| 5 Main Barn | 14 Storage Vans |
| 6 Shop | 15 Dayroom |
| 7 Small Barn | 16 ATCO Housing Complex |
| 8 Greenhouse | 17 Utility Building (under construction) |
| 9 Firewood Building | 18 Housing Unit (under construction) |
| | 19 Future Housing Unit |

