

**FY 2012-13 Joint Budget Committee Staff Budget Briefing
Department of Corrections**

BRIEFING ISSUE

ISSUE: Performance-based Goals and the Department's FY 2012-13 Budget Request

This issue brief summarizes the Department of Correction's report on its performance relative to its strategic plan and discusses how the FY 2012-13 budget request advances the Department's performance-based goals. Pursuant to the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act (H.B. 10-1119), the full strategic plan for the Department of Natural Resources can be accessed from the Office of State Planning and Budgeting web site.

This issue brief assumes that the performance-based goals are appropriate for the Department. Pursuant to the SMART Government Act legislative committees of reference are responsible for reviewing the strategic plans and recommending changes to the departments. The issue brief also assumes that the performance measures are reasonable for the performance-based goals. Pursuant to the SMART Government Act the State Auditor periodically assesses the integrity, accuracy, and validity of the reported performance measures.

DISCUSSION:

The Department of Correction's strategic plan does not fit easily into the five-or-six-objective framework established for this briefing issue. The Key Performance Indicators section of the Department's plan lists 24 separate performance measures which are accompanied by numerous "strategic actions" that the Department will take to reach the many targets. Taken collectively, the strategic actions will engage and direct the Department's personnel for a minimum of several years to come.

JBC staff believes that the numerous individual performance measures can be grouped into 4 broad categories with implicit objectives that are consistent with the framework established for this briefing issue. The Department does not present past year benchmarks for determining whether targets have been met in recent years, but, staff does not consider this to be a deficiency since a benchmark established after outcomes are known is easily manipulated. As time progresses, the Department's FY 2011-12 targets will become realistic measures of past success or failure.

Performance-based Goals and Measures

The Department's objectives can be grouped under the following four broad objectives:

1. Safety.

Broad Objective: Increase safety within the DOC.

Corresponding to this broad objective are the following objectives listed by DOC:

- .05% reduction in the number of positive random urinalysis results.
- 3% reduction in the rate of inmate on staff assaults
- 3% reduction in the rate of inmate on inmate assaults
- 0 escapes from secure DOC facilities
- 7% decrease in walkaway escapes from community correction centers
- 5% reduction in staff work related injuries
- 2% reduction in grievances

Rate of inmate on staff violence	FY 09-10	FY 10-11	FY 11-12
Actual	1.4%	1.3%	
Benchmark			1.3%

a. How is the Department measuring the specific goal/objective?

JBC staff choose inmate on staff violence as a high profile measure of the safety of DOC facilities. Inmate on staff violence is measured by the rate of inmate on staff assaults per 100 inmates, stated as a percentage.

b. Is the Department meeting its objective, and if not, why?

The department has not provided benchmarks for FY 2009-10 and FY 2010-11. As noted above, staff does not consider this a deficiency.

c. How does the budget request advance the performance-based goal?

The budget request does not advance this goal.

2. Parole/Transition.

Broad Objective: Improve parole and transition outcomes.

Corresponding to this broad objective are the following objectives listed by DOC:

- 36% increase in the portion of offenders who progress to parole from Community Corrections.
- 3% reduction in the rate of offenders who regress from community corrections to prison
- 3.1% decrease in the total recidivism rate
- 2% increase in number of parolees employed
- 3% increase in sex offenders participating in sex offender treatment services
- 10% increase in the number of moderate-high risk offenders completing the prerelease program.

Progress to parole from Community Corrections	FY 09-10	FY 10-11	FY 11-12
Actual	30.0%	29.0%	

Progress to parole from Community Corrections	FY 09-10	FY 10-11	FY 11-12
Benchmark			65%

a. How is the Department measuring the specific goal/objective?

JBC staff decided to focus on progress to parole from Community Corrections because the objective to more than double the parole rate is surprisingly aggressive and because parole is a high-profile measure of success.

b. Is the Department meeting its objective, and if not, why?

The department has not provided benchmarks for FY 2009-10 and FY 2010-11. As noted above, staff does not consider this a deficiency.

c. How does the budget request advance the performance-based goal?

The caseload-driven contraction of parole, parole ISP, and community corrections will keep staffing ratios at current levels.

3. Education and training.

Broad Objective: Increase the number of offenders participating in education and training.

Corresponding to this broad objective are the following objectives listed by DOC:

3% increase in GED test batteries passed

3% increase in career/technical certificates approved/awarded

Number of individual GED test batteries passed	FY 09-10	FY 10-11	FY 11-12
Actual	6,265	6,464	
Benchmark			6,657

a. How is the Department measuring the specific goal/objective?

JBC staff decided to focus on the number of individual GED test batteries passed because the GED is another high-profile outcome.

b. Is the Department meeting its objective, and if not, why?

The department has not provided benchmarks for FY 2009-10 and FY 2010-11. As noted above, staff does not consider this a deficiency.

c. How does the budget request advance the performance-based goal?

The requested expansion of Correctional Industries will increase training opportunities for offenders.

4. Operations

Broad Objective: Increase the efficiency/reduce the cost of operations.

Corresponding to this broad objective are the following objectives listed by DOC:

Decrease energy and water use up to 2%.

Increase to 25% the portion of parole hearings conducted by video conference.

Reduce staff turnover rate to 10%.

Reduce percentage of offenders classified as Administrative Segregation by 5%.

Maintain level of state procurement cards (P-card) violations at 0.7%.

Percentage of parole video conferences	FY 09-10	FY 10-11	FY 11-12
Actual	n/a	n/a	
Benchmark			25%

a. How is the Department measuring the specific goal/objective?

JBC staff choose to focus on the percentage of Parole video conferences because they so clearly increase efficiency. The lack of past measures is a minor concern since this is a new program.

b. Is the Department meeting its objective, and if not, why?

The department has not provided benchmarks for FY 2009-10 and FY 2010-11. As noted above, staff does not consider this a deficiency.

c. How does the budget request advance the performance-based goal?

The Department has requested that appropriations for the San Carlos Correctional Facility be consolidated with the appropriations for other correctional facilities. The added budgeting flexibility could reduce costs. The requested Conservation Camp Program may also increase efficiency.