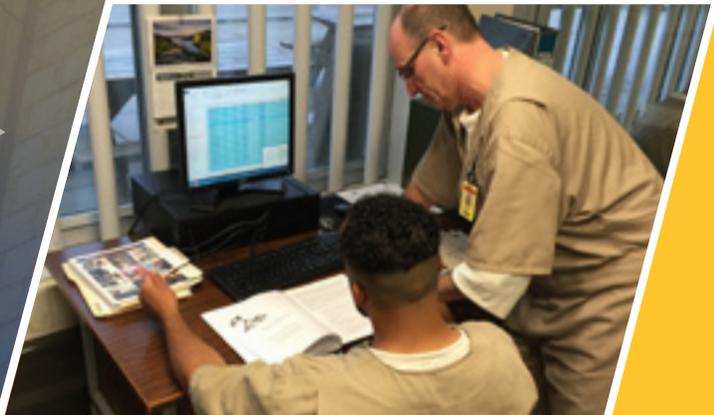
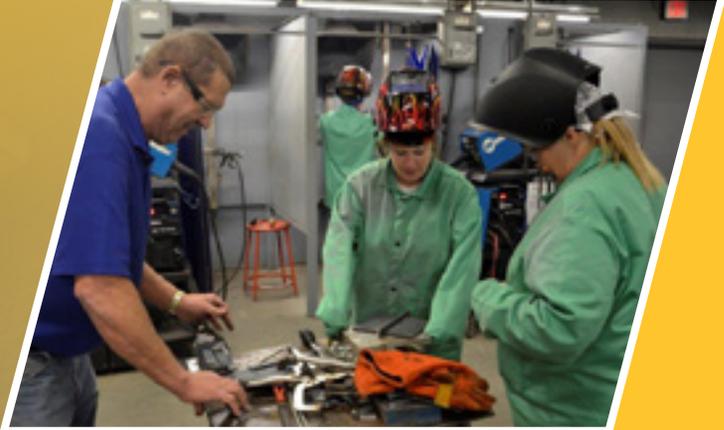


2017  
annual report

Elevating to the Next Level

 **NextLevel**  
INDIANA





" Rather than ease up, we must hammer down and maintain that pioneer spirit. This is where I will focus every day...To make Indiana a place where people thrive. Where they can get a good, fulfilling, well-paid job and a world-class education. Where our kids are well-taken care of. Where we have growing opportunities and the freedom to take advantage of them. Together, we are the pioneers who will take our state to the next level."

– Inaugural Address, January 17, 2017  
**Indiana Governor Eric J. Holcomb**

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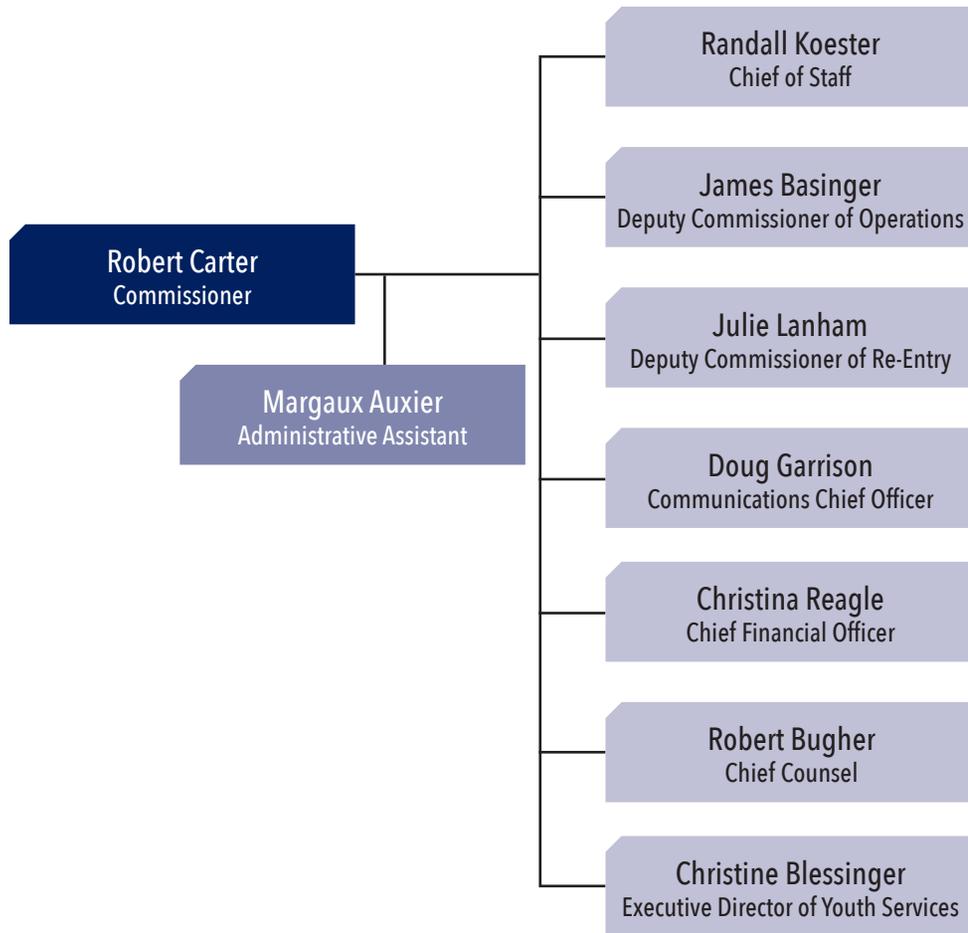
*Special thanks to those who assisted in the development of this publication:*

*Design and Formatting: Margaux Auxier, Central Office*

*Graphic Design: Nicole D. Arb, PEN Industries*

*Editing: Ann Hubbard, Staff Development and Training; Matt Worthman, Correctional Industrial Facility;  
Ike Randolph, Chief Communications Officer*

# The Department Organizational Chart



**90.5%** Adult Male Offender Population  
**9.5%** Adult Female Offender Population

# A Message from the Commissioner

I wanted to take the time to express how impressed I am at what gets accomplished each hour of each day all year long. I am excited by all the ideas expressed and level of enthusiasm shown to me since my arrival.

This is not a time for complacency. Our Governor announced priorities that will raise the State of Indiana to The Next Level. These include addressing drug addiction and co-occurring disorders, readying the prison population for employment following incarceration, and resolving issues such as trafficking, assaults and other critical incidents that interfere with our mission of public safety.

The People of Indiana put their trust in us to safeguard them from those convicted of the most serious criminal offenses. It is our mission to “correct” or improve their attitude and behavior so they are less dangerous by the time they complete their sentence and return home. Meeting this formidable challenge requires us to apply our knowledge, skill and fearless dedication in ways that best serve our co-workers, our families, and all the People of Indiana.

On behalf of the Indiana Department of Correction, I thank you for your service and dedication.

Thank you,

Robert E. Carter, Jr.



# Executive Team Members



**Randy Koester**  
Chief of Staff

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Randy Koester is the Chief of Staff for the Indiana Department

of Correction. In addition to directing the Department's Legislative Affairs and Ethics Offices, Mr. Koester supervises Human Resources, Construction Services, and Research and Technology, and policies and procedures.

He started with the Department as a Staff Attorney in 1991 and since that time has worked as the Agency's Legislative Liaison, General Legal Counsel, Director of Intergovernmental Relations, and Executive Assistant to the Commissioner, Chief of Staff, Deputy Commissioner of Administration and Deputy Commissioner.

He began his legal career as a clerk and became a staff attorney with the Indiana Supreme Court Disciplinary Commission. He also worked for three years as a Deputy Attorney General, serving in the Criminal Appeals and Government Litigation Divisions in the Attorney General's Office.

Randy has a Bachelor of Science Degree in Corporate and Investment Finance from Indiana University's Kelly School of Business, and a Doctorate of Jurisprudence from Indiana University School of Law.



**James Basinger**  
Deputy Commissioner of Operations

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Deputy Commissioner of Operations James Basinger oversees classification, adult

operations, and parole and work release facilities. Deputy Commissioner Basinger, a 27-year veteran with the Department, previously served as the Executive Director of Adult Operations. He began his career with the Indiana Department of Correction on December 21, 1991 at the Bloomington Work Release Center as a Correctional Officer. He was transferred to Wabash Correctional Facility (WVCF) in the summer of 1992.

Mr. Basinger held various custody positions while at WVCF from Officer to Major, also serving as the Emergency Squad Commander for seven years. He has been a Firearms Instructor, CPR/First Aid Instructor, Training Officer and Staff Development Training Coordinator for WVCF. He is also a graduate of the first Experienced and Emerging Leaders Program. Mr. Basinger held the position as Major at the Putnamville Correctional Facility from 2000 to 2003. He was promoted to Deputy Warden in February 2009 at WVCF then promoted to Warden in October 2009 at WVCF.

Mr. Basinger began his military career as a United States Marine, and after 25 years of service, he retired as Command Sergeant Major with the 76th Brigade of the Indiana National Guard. He served two tours of duty in Iraq and a third tour of duty as the 76th Brigade's Rear Detachment Command Sergeant Major. Mr. Basinger has a Bachelor's Degree in Criminal Justice and Master's Degree in Business Administration.



**Julie Lanham**  
Deputy Commissioner of Re-Entry

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Deputy Commissioner of Re-Entry Julie Lanham has over 25 years of experience in

executive level positions in the criminal justice field.

After completing her degree in Criminal Justice from Indiana University she moved through the developmental positions as a probation officer to an Executive Director of Marion County Community Corrections for 11 years. Following that tenure, she owned her own consulting company that interfaced with privatized prison and jail leadership, where she utilized her broad expertise at the county, state, and federal levels to evaluate and audit the effectiveness of facility operations, complaints and re-entry programs.

Julie was recruited to serve as the Deputy Commissioner of Re-Entry Programs for the Indiana Department of Correction from 2005 to 2007. Julie was then recruited to serve as Territory Manager for a Dallas-based company that provides diversified technology and security solutions for correctional facilities across the country. She was asked to rejoin IDOC in 2011 with the advent of sentencing reform and has served in the capacity of Executive Director and Deputy Commissioner of Re-Entry since that time.

Members of the 2017 Executive Staff, visit:  
<http://www.in.gov/idoc/3533.htm>



**Douglas S. Garrison**  
**Communication Chief**

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Doug serves as the Communications Chief for the Indiana Department of

Correction. As a member of the Executive Staff, Garrison acts as the spokesperson for the Agency, keeping the media and members of the public apprised of the significant events that transpire within the Department. Garrison is charged with the responsibility of enhancing the Department's communications effectiveness, and using new technologies and improved communication methods to advance the public's understanding of the great advances being made in correctional services within the State of Indiana.

Garrison comes to the Department with an extensive background in media and public relations, having spent the last 13 years of his 26-year career with the Federal Bureau of Investigation as the Chief Division Counsel and public spokesperson for the Indianapolis Division of the FBI. As a member of the FBI's Executive Management team, Doug provided advice and counsel in countless high-pressure command post situations, emergencies and investigative operations. During his career in Indianapolis, his public representation of the FBI helped establish strategic alliances across a broad spectrum of the Indianapolis business, educational, political, public safety and legal communities. After retiring from the FBI at the end of 2003, Garrison went on to head the award-winning Investigative Team ITEAM at "WISH-TV" in Indianapolis from 2004 until May of 2007. As the leader of a five-member team of experienced investigative journalists, Garrison's efforts helped expose fraud, criminality, inefficiency and waste in government, and private and public programs.

Garrison received his Bachelor of Arts (with Honors) from the University of Wisconsin in 1975, where he studied Political Science, Philosophy and History. He went on to earn his Doctor of Jurisprudence (J.D.) from Indiana University in 1978. Garrison is admitted to the practice of law in Indiana.



**Christina Reagle**  
**Chief Financial Officer**

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Christina Reagle serves as the Department's Chief Financial Officer, overseeing

all financial and accounting functions of the Department.

She began her career in state government in 2010 as an Accountant with the Department of Child Services. She moved to the Department of Correction in September 2011 and has held the positions of Accounts Payable Manager, Financial Analyst, Deputy Controller and Controller. Prior to joining state government, Ms. Reagle worked for JP Morgan Chase as an Assistant Branch Manager, and spent several years as a Staff Accountant at a local CPA firm.

Christina serves as a team leader and mentor for the Department's Leadership Academy, a program that promotes self-awareness, self-assessment, and personal accountability to developing leaders from multiple state agencies. She also serves as an instructor and mentor in the Department's Women in Leadership training program, a program focused on assisting female staff develop their leadership skills, improve communication with others, and understand their importance in corrections.



**Christine Blessinger**  
**Executive Director of the**  
**Division of Youth Services**

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Christine Blessinger serves as the Executive

Director of the Division of Youth Services. Chris oversees all areas of the juvenile division to include: operations, case management, programs and re-entry. Chris began her career working for the Department of Correction in 2000 as a Psychiatric Social Service Specialist III at the Pendleton Juvenile Correctional Facility. She served as a Program Director 2 and was promoted to Program Director 1 at Pendleton Juvenile Correctional Facility. Chris was then promoted to Program Director/Assistant Director of the Division in 2008 where she was the State Coordinator for Performance Based Standards (PbS) and Community Based Standards (CbS).

She was also responsible for program implementation, Comprehensive Case Management and re-entry services before being promoted to the Chief Operations Director of the Division in 2014. Chris is a member of the Council of Juvenile Correctional Administrators (CJCA) and a member of the American Correctional Association (ACA). Chris is also a certified PREA auditor for juvenile facilities. Prior to working in corrections, Chris held positions of Youth Care Worker, Youth Manager and Case Manager at the Henry County Youth Center. Chris holds a Bachelor of Science degree in Criminology from Indiana State University.

# Timeline of Progress

## January

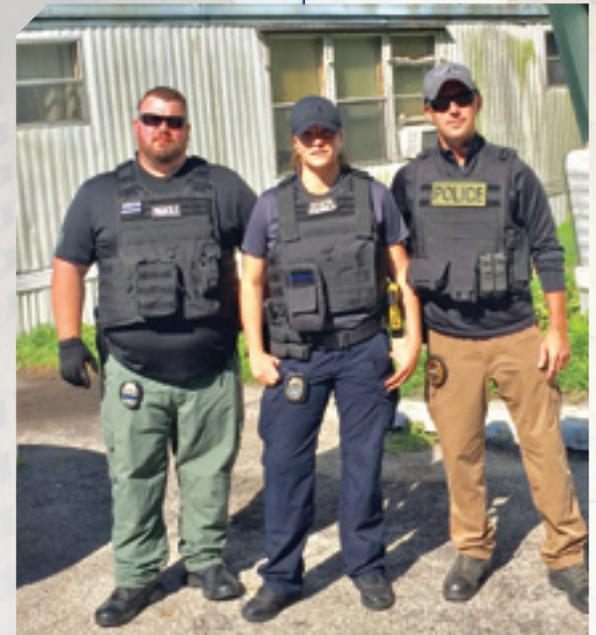


The men of the South Bend Community Re-Entry Center joined with Granger Community Church to make a difference in the community by participating in the Granger Church Food Drop. 48 residents volunteered to serve the community by packing, loading and delivering boxes of food to local food pantries and neighborhoods across Mishawaka, South Bend, Elkhart and Middlebury. There were people involved in this project and approximately 88,000 pound. of food was purchased and distributed throughout the community.



PEN Industries Director Mike Herron was named President of the National Correctional Industrial Association (NCIA) in 2017. After serving as Vice President in 2015/2016, Mike moved into the role of President and will serve through December of 2018. Additionally, PEN New Enterprise Manager Becky Deeb and Re-Entry/ Operations Manger Doug Evans were elected to the 24-member NCIA National Board. The strong representation of Indiana nationally is a testament to the cutting-edge work being done by PEN and the IDOC.

## February



In a coordinated effort by IDOC field teams, Parole District Agents and Indianapolis Metropolitan Police Department (IMPD) reduced the level of violence in Marion County that led to 154 murders committed in Indianapolis last year. In 2016, IDOC field teams conducted 1,240 searches, made 333 arrests and confiscated 112 guns and 1,500 grams of illegal narcotics.

## March

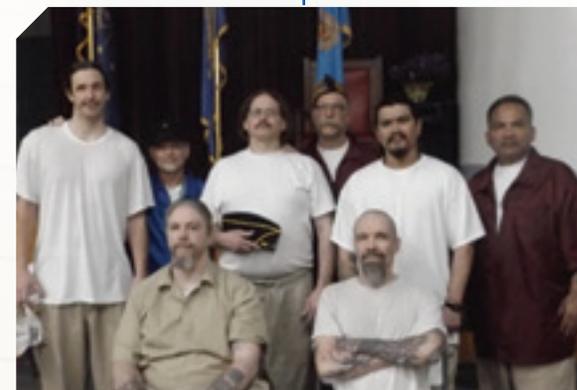


Heritage Trail Correctional Facility held the third graduation for their Men of Honor (MOH) pilot program led by former offender Reginald Smith. This program graduated its first class in March 2017 and has recently welcomed 25 offenders to its newest class. The program is designed to provide keys to being self-sufficient, positive role models and leaders in their homes and communities. Many successful graduates of the program that have re-entered the community come back to encourage the next group of MOH graduates.

## April



The Logansport Juvenile Correctional Facility was pleased to work with Indiana University to provide mentors for the youth at the facility. The Helping Offenders Prosper through Employment (HOPE) program pairs juveniles with a college student who will work with the student as a mentor and job coach. The mentor meets with the student once a week at the facility to work on pre-employment skills such as resume writing, interview skills, and career exploration. The mentoring continues upon the student's release back into the community to help make the re-entry process successful.



Seven inmates from the Indiana State Prison donated their hair to Locks of Love. The donations were part of a monthly American Legion Post 130 inmate meeting held at the facility.

Locks of Love is a public non-profit organization that provides hairpieces to financially disadvantaged children in the United States and Canada under the age of 21 who suffer from long-term medical hair loss from any diagnosis.

# 33.1

Adult Average Age at Intake

# Timeline of Progress

May

6,434 Male Offenders On Parole  
694 Female Offenders On Parole

*Excludes Indiana parolees on parole in other states; includes other states parolees supervised by Indiana.*



Branchville's K-9 team were utilized on duty or deployed in situations of search and apprehension, contraband control, and enhances the Department's mission of protecting the Public, Staff, and Offenders. The following K-9's make up the team: 2 Trailing - Red and Bones (bloodhounds); 3 Narcotic Detection - Zeke, Charlie, and Macey (black labs); 2 Aggression - Axle and Murphy; 1 Cell Phone - Piper (German Shepards).

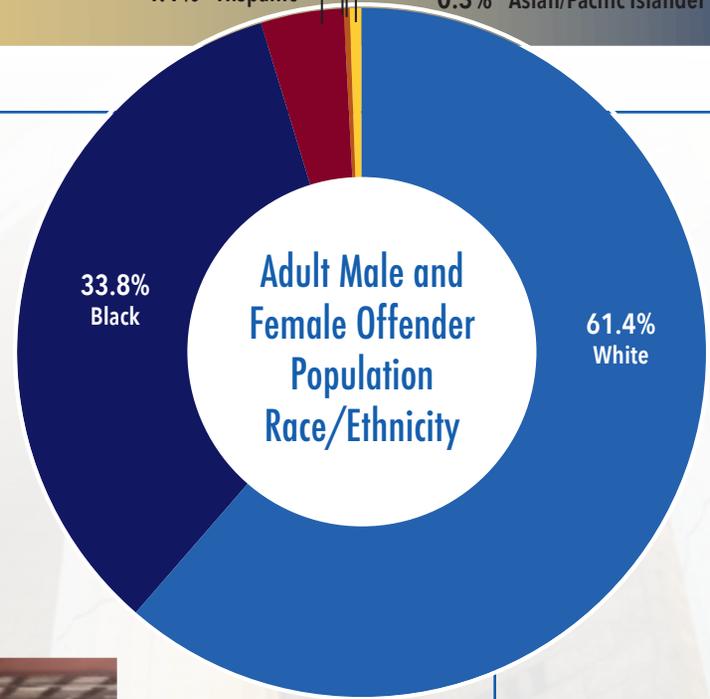


The New Castle Correctional Facility trained 277 staff in Core Correctional Practices (CCP). CCP brings awareness to the criminology aspect of working in corrections by identifying criminogenic factors; from why people commit crimes and staff's effect on the inmate population, to the likelihood of a person having a successful re-entry process. CCP further explains why it's important to promote and exhibit pro-social behavior when supervising inmates.



The Potato Creek State Park opened its doors to the men of the South Bend Community Re-Entry Center and their children. They were able to spend time with their children fishing, playing games, and flying kites. Most importantly they were able to reconnect with them.

0.1% Undetermined  
 4.1% Hispanic  
 0.2% Amer. Indiana/Alaskan Native  
 0.3% Asian/Pacific Islander



## May



The Noble County Emergency Management Agency reached out to Chain O' Lakes Correctional Facility for their help with filling sand bags. 31 resident volunteers and 27 hours over four days were spent filling over 4,500 bags of sand (84 tons) for local citizens to pick up. Several trailers were loaded with sand bags and delivered to Rome City for the convenience of local residents to protect their homes and property.

## June



The Wabash Valley Correctional Facility (WVCF) joined in the fundraising efforts for the 2017 Special Olympics held in Terre Haute, Indiana. WVCF offenders constructed and assembled Bocce Ball Courts for the nearly 500 Special Olympic athletes that were scheduled to participate in the event. WVCF employees also volunteered their time to help coordinate the games. WVCF provides additional support by competing in the Torch Run and Plane Pull every year.



The Indiana Bureau of Motor Vehicles in conjunction with the Indiana State Prison's Re-Entry Department assisted pre-release offenders with State of Indiana Identification Cards as a part of their preparation for re-entry into society.

# Timeline of Progress

## July



The Indiana State Prison held their annual Family Day Celebration. Staff and family members were welcome to come to the facility. Lunch was provided along with tours of the facility and horse drawn buggy rides. Emergency Squads gave special demonstrations, and despite the rain, everyone had a wonderful time.



Staff and students at Logansport Juvenile Correctional Facility (LJCF) had a ribbon-cutting ceremony to dedicate a new garden made by staff and students as part of the Insight Garden Program (IGP). Participants in the program gathered recycled and reclaimed materials, as well as, items donated from the community, to make the garden beautiful and functional. LJCF is the first juvenile facility in the country to participate in the California-based program that focuses on transforming incarcerated people's lives through a connection with nature. IGP facilitates an innovative curriculum combined with vocational gardening and landscaping training so that people in prison can reconnect to self, community, and the natural world. This "inner" and "outer" gardening approach transforms lives, ends ongoing cycles of incarceration, and creates safer communities.

## August



The Rockville Correctional Facility (RCF) enjoyed a visit from lawmakers and members of the court including Legal Assistants, Governor's Office staff and Indiana Department of Correction (IDOC) Executive Staff and Commissioner Robert Carter. The visit is part of a continued and conscious effort on the part of state legislators to learn more about the needs of their constituents and how best to answer the many questions and concerns that often arise when it comes to sentencing, corrections and re-entry.

## August



It only took 5.53 seconds for Putnamville Correctional Facility to pull a plane across the tarmac taking the winning position for the 4th consecutive year in the 2017 Special Olympic Plane Pull Contest. All proceeds are donated to the Special Olympics, making the children the biggest winners.

## September



Edinburgh Correctional Facility launched a four-day weekend event with KAIROS Ministries. Event activities included carefully coordinated talks, discussions, chapel meditations, food, fellowship and live music. The four-day KAIROS Weekend is designed to instruct and inform the offender population about Christian values as well as offer mentorship and support during their incarceration. 47 offenders participated; 24 of them new to the program and 23 KAIROS graduates. This event was considered a success with 19 offenders graduating this weekend. The program was supervised and coordinated by the Edinburgh Correctional Facility Programs Department and was staffed by 52 civilian volunteers, of which 27 participate regularly in the Kairos program.



*Pictured: Warden Neal, Chairman John Sargent, Auditor Jon Galley, Auditor Ronda Hinson, Deputy Warden Ken Gann, Deputy Warden Dan McBride and Vanessa Kozik*

The visiting committee from the American Correctional Association (ACA) submitted a recommendation for re-accreditation for the Indiana State Prison. The committee was made up of the Chairman John P. Sargent Jr. and members, Jon Galley and Ronda Hinson.

The committee is recommending the ACA Panel grant re-accreditation with a score of 100% on mandatory standards, and 98.2% on non-mandatory standards. The committee conducted a thorough tour of the facility, its operation, and a very detailed examination of electronic files prepared in support of their compliance with all American Correctional Association Standards.

18  
3

Number of Adult Facilities\*

Number of Juvenile Facilities\*

\* By end-of-year 2017

# Timeline of Progress

## October



On October 5th, Governor Holcomb held his Long-Term Employee Reception which honored employees from various State Agencies who have served 35, 40 and 45 years with the State of Indiana. Vicki Sutherlin, from the Reception Diagnostic Center (RDC), was one of 15 Department of Correction staff recognized for their dedication. Vicki's career began in 1982 at Central Office, then she transferred to the Boys School, and she finally came to RDC in 1991. Vicki enjoyed the ceremony, seeing the Statehouse and talking with Governor Holcomb.



"The River of Success Flows Through All of Us" was the theme for the 84th annual Indiana Criminal Justice Association's (ICJA) fall conference held in Evansville, Indiana. In addition to breakout sessions featuring informative keynote speeches and professional development for criminal justice staff across various fields, the event culminated in an awards luncheon on Wednesday, October 18, 2017.

Throughout the year, the ICJA solicits nominations from the field to honor staff for their contributions to the enrichment of the criminal justice system and staff which is the very mission of the ICJA. This year, the Warden of the Rockville Correctional Facility, Julie Stout, was selected to be honored as "Correctional Executive of the Year".



Heritage Trails Correctional Facility (HTCF) earned its "GEO Continuum of Care" Certification. To accomplish this, HTCF changed its mission, expanded its religious services and staff attended comprehensive training provided by GEO Continuum of Care. Following training, HTCF implemented procedures for assessment, beginning with one-on-one individual cognitive based therapy session, developed better referral processes for evidence-based programs, greatly enhanced transition planning, updated pre-release programming and connected with post-release support services.

**38.3** Adult Average Current Age

## November



Giving back to our local and humanitarian charities provides offenders participating in fundraising events a sense of pride in accomplishing a worthy goal. In 2017, a total of \$23,100 was donated through offender groups such as the American Legion Post #608, Purposeful Living Units Served (PLUS) Program and the F.O.R.W.A.R.D. (Felines and Offenders Rehabilitation With Affection Reformation and Dedication) Cat Sanctuary. The Pendleton Correctional Facility (PCF) staff and contractual staff joined in the gift of giving by providing non-perishable food items to the local food pantry and hats/scarves to Alternatives, Inc., which provides shelter to women and children. The PCF Horticulture program grew starter plants for residents in the 46201 zip code area to plant and grow their own produce. In all, 1,500 tomato plants, 350 pepper plants and a generous number of cucumber plants were grown for the Shepherd Community initiative located in Indianapolis.

## December



The Wabash Valley Correctional Facility (WVCF) donated \$50,135 to the community during 2017. WVCF offenders are given the opportunity to contribute to the local communities through their participation in fund raising events. The Fatherhood Program, the American Legion and the PLUS Program each hold two fund raisers a year. The fundraisers are the facility's way of instilling a giving mindset as part of the offenders' rehabilitation process. The donations included funds from the Community Involvement Fund as well. A few of the programs that received donations included the Big Brothers/Big Sisters Program, the Kids First Program and the March of Dimes.



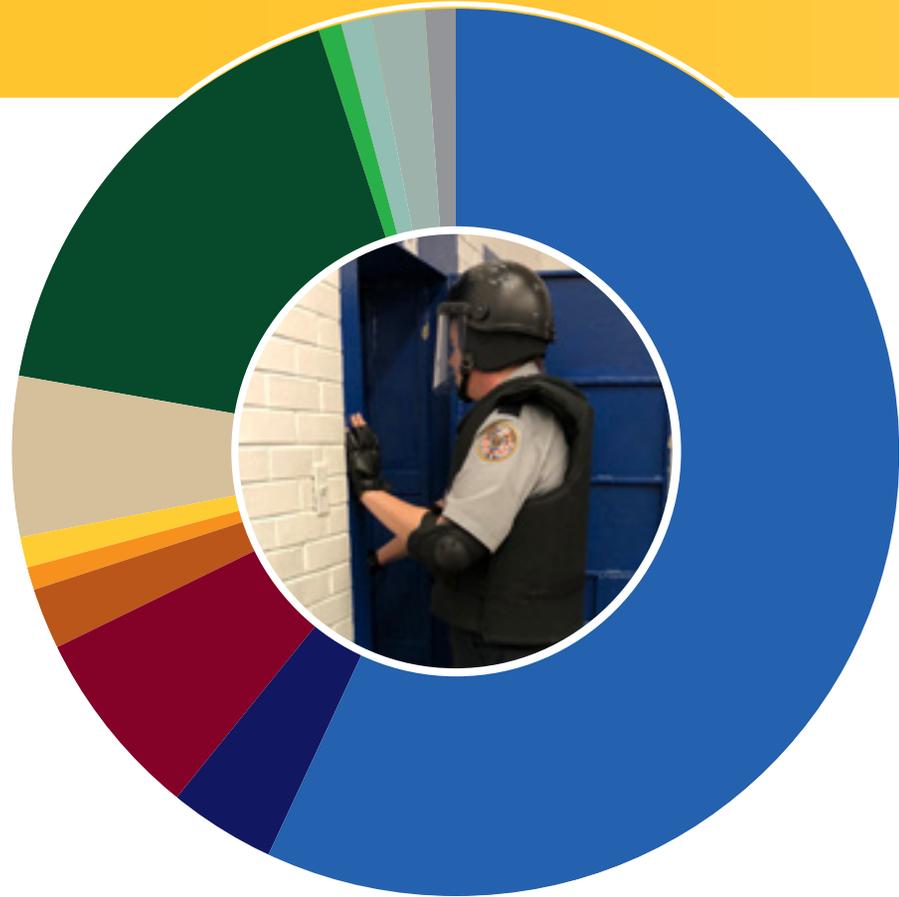
The Reception Diagnostic Center (RDC) is pleased to announce that Officer Marianne Smith completed the process to become a Naturalized Citizen and was officially sworn in on December 13th. Marianne came to Indiana from the island of Malta in 2007 and joined the Department of Correction in 2011 as an Officer at RDC. Marianne praised the Department of Homeland Security for their help in completing the process and said she will never forget the day she was sworn in and became a citizen.

# Adult Facility Information

**26,024** Total Adult Population in the IDOC Facilities

## Operating Expenditures

Personnel Services	\$ 297,519,889
Utilities Expense	\$ 21,482,261
Miscellaneous Contract Services	\$ 38,741,504
Supplies & Uniforms	\$ 8,386,381
Equipment	\$ 1,349,276
Miscellaneous Administrative	\$ 2,730,267
Food Service Contract	\$ 33,606,868
Medical Services Contract	\$ 88,335,729
Education Services Contract	\$ 7,118,713
Preventative Maintenance	\$ 4,452,169
Lease Payments	\$ 8,291,240
Capital Projects	\$ 6,069,139
<b>TOTAL</b>	<b>\$ 518,083,436</b>



### Pay Increase for Custody Positions

In line with Governor Holcomb's promise to make Indiana government more efficient and his commitment to bolster support for those dedicated to protecting the Citizens of Indiana. Beginning with the pay period starting July 30, 2017, our staff serving in a custody position received an increase in pay depending on rank. This increased the starting wage for custody from \$14.13 an hour to \$16 an hour.

### Agency Efficiency Improved

During the 2017 fiscal year, the Indiana Department of Correction Operation's Division collaborated with the Research and Technology Division to develop an agency-wide mechanism. This tool will improve agency efficiency with a reduction in paperwork and time spent by facility staff—called Operations Dashboard.

### Out-of-State Interstate Compact Agreements

The Department created and implemented out-of-state interstate compact agreements with several states to facilitate the transfer of problem offenders to other states.

**\$53.99** Average Per Diem

### Minimum Security (Level 1)

Minimum Security Facilities have the least restrictive security measures. Housing is dormitory-style. Also included as minimum security are work release program offenders who leave the facility for outside employment but return nightly.

### Medium Security (Level 2 & 3)

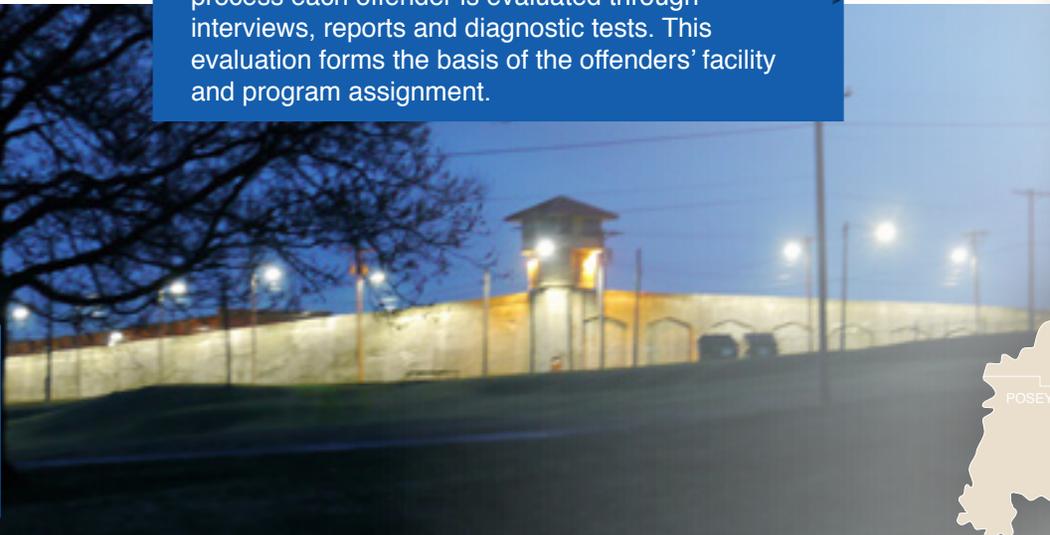
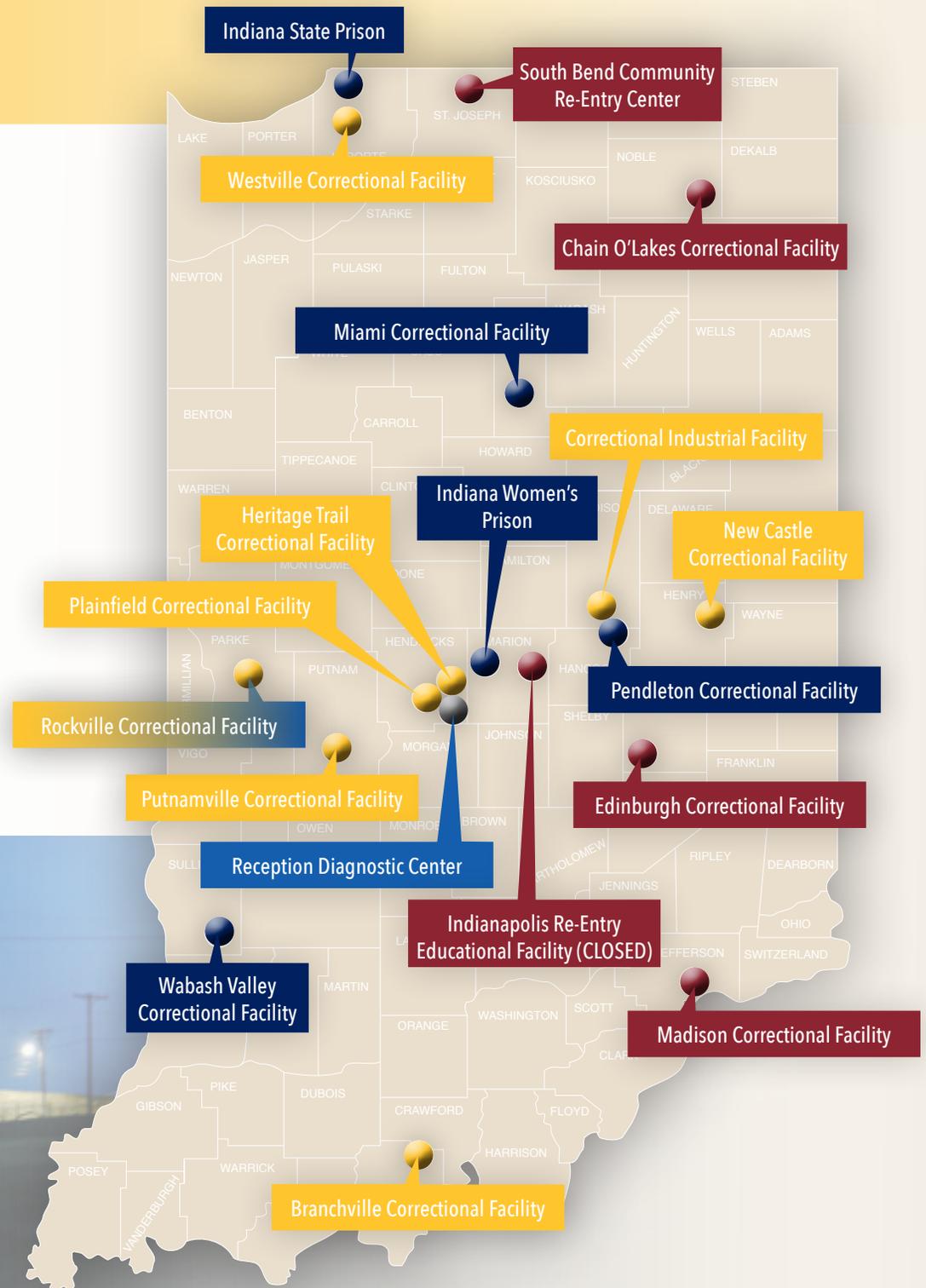
Medium Security Facilities have a moderate degree of security measures. Housing consists of dormitories and celled-space.

### Maximum Security (Level 4)

Maximum Security Facilities have very restrictive security measures. Housing consists of dormitories and celled-space.

### Intake Facilities

Intake facilities are designated to receive newly committed adult offenders. During the intake process each offender is evaluated through interviews, reports and diagnostic tests. This evaluation forms the basis of the offenders' facility and program assignment.



**152** MSME-NCRC Completions  
**61** NCCER Completions

## Master Student Master Employee

MSME-NCRC (Master Student Master Employee – National Career Readiness Certificate) is a vocational education program designed to provide students with a mastery of essential workplace skills useful across industries and occupations. The course is split into three main components – foundational academic skills, soft skills, and career readiness.

In 2017, the program was redesigned to better streamline the course across facilities and make it more effective in preparing offenders to obtain gainful employment upon release. Research completed during the redesigning of the project and demonstrated the importance of soft skills in regards to job attainment and retention. Therefore, a special focus is placed on soft skills throughout the revised program. Main points of that research include the following:

- A national survey has been conducted for the last 20 years asking employers which qualities were the most important for applicants. For the last four years, the top answer remains unchanged – work ethic.
- A study conducted showed that 85% of employee success comes from soft skills and only 15% from technical skills and knowledge.
- A study showed that of employees fired from positions, only 11% were discharged for skill. The other 89% were discharged for attitude.

## NCCER (National Center for Construction Education and Research)

The Indiana Department of Correction is a certified associate training sponsor for the NCCER's national workforce development efforts on behalf of the construction industry. NCCER is affiliated with the University of Florida's M. E. Rinker, Sr. School of Construction Management. The progressive program has revolutionized training for the construction industry. NCCER is recognized by the construction industry as the training, assessment, certification, and career development standard for the construction craft professional. A national survey revealed that 85% of all NCCER "Blue Card" holders go to work daily in the construction industry.

IDOC has three NCCER certified Master Trainers and six certified commercial carpentry instructors for NCCER Level One Commercial Carpentry programs at six adult facilities. The program includes 450 hours of instruction and if otherwise eligible completers may receive up to 90-days in credit time.

In CY 2017 more than 80 individuals achieved certification as Level One Carpenters as well as OSHA 10 certified. The cognitive and performance assessments ensure that IDOC students possess skills that meet or exceed national construction standards. The credentials are nationally portable, enhancing employment opportunities post-release. Credentials are tracked and available to program completers and companies to check the certified craft professional's qualifications as a possible new hire. The service is provided post-release at no charge.

## American Welding Society

One of the best ways to advance in a welding career is by earning a specialized certification. American Welding Society (AWS) certification opens up opportunities for more money, leadership roles and higher-level career challenges. AWS offers nine different certification categories, from inspectors, supervisors and educators to radiographic interpreters, welding engineers and fabricators.

The AWS Welding program at Madison Correctional Facility is unique among correctional programming. This program is one of the first female correctional welding programs in the country.



Ten female welders began the program at Madison Correctional Facility in December 2017.

# A Historical Closing



Sarah Smith



## Indiana Re-Entry Educational Facility (Formerly Indiana Women's Prison)

In 1869 Indiana legislature passed an act authorizing the establishment of the Indiana Reformatory Institution for Women and Girls. Sarah J. Smith, a former Civil War nurse, was appointed the superintendent and all subordinate officers were to be females.

Governor Baker appropriated ten acres of ground at New York and Randolph streets one mile east of the city. Seventeen women from the Jeffersonville prison entered the facility October 8, 1873, and The Women's Prison became a model of the prison reform movement across the country. By 1937, older buildings were destroyed and a new administration, laundry and hospital were built and

the grounds began to look more like a college campus than a prison.

In 2009, female offenders were moved from the Randolph Street location to the current site at 2596 North Girls' School Road, the former Indianapolis Juvenile Correctional Facility. The Women's Prison became the Indianapolis Re-Entry Educational Facility, which was closed on July 31, 2017. IDOC continues to oversee security of the grounds today.

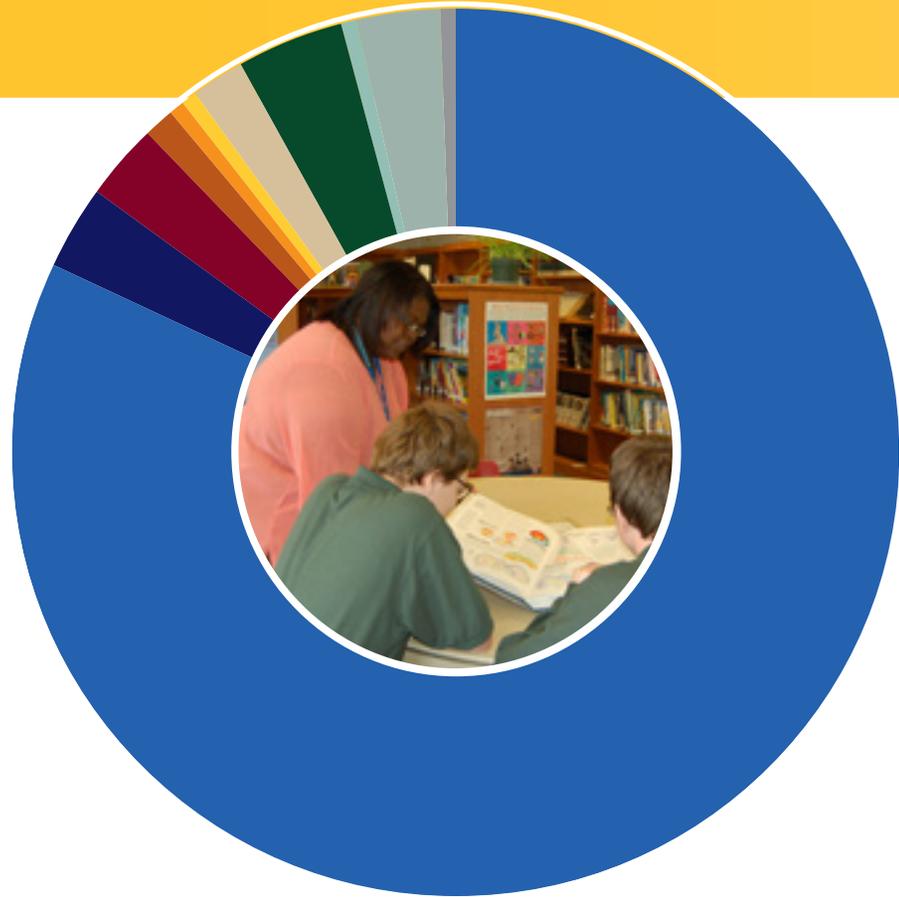


# Juvenile Facility Information

**394** Total juvenile population in the IDOC facilities

## Operating Expenditures

<span style="color: blue;">■</span> Personnel Services	\$ 34,396,904
<span style="color: darkblue;">■</span> Utilities Expense	\$ 1,090,050
<span style="color: maroon;">■</span> Miscellaneous Contract Services	\$ 1,127,698
<span style="color: brown;">■</span> Supplies & Uniforms	\$ 513,071
<span style="color: orange;">■</span> Equipment	\$ 39,190
<span style="color: yellow;">■</span> Miscellaneous Administrative	\$ 254,007
<span style="color: tan;">■</span> Food Service Contract	\$ 751,614
<span style="color: darkgreen;">■</span> Medical Services Contract	\$ 1,450,086
<span style="color: lightgreen;">■</span> Preventative Maintenance	\$ 387,870
<span style="color: grey;">■</span> Lease Payments	\$ 1,096,128
<span style="color: darkgrey;">■</span> Capital Projects	\$ 167,169
<b>TOTAL</b>	<b>\$ 41,273,787</b>



In order to provide more efficient services for the State of Indiana, the Division of Youth Services made some changes in the division with the facilities.

In October of 2017, the Division of Youth Services consolidated the youths at the Camp Summit Boot Camp in LaPorte, IN to the Pendleton Juvenile Correctional Facility. In moving these youths, a Boot Camp was created at the Pendleton Juvenile Correctional Facility. The Boot Camp creates a positive, pro-social, value-based community focused on seven core values, Loyalty, Discipline, Respect, Selfless Service, Honor, Integrity, and

Personal Courage. These skills and values necessary to reintegrate youths back into their home communities successfully.

In November of 2017, the Division of Youth Services transitioned the female youth from the Madison Juvenile Correctional Facility to the facility in LaPorte, IN. This change was made in response to the downward trend in the juvenile female population across the country as well as here in Indiana. The LaPorte Juvenile Correctional Facility also serves as the intake and treatment facility for females.

The Division of Youth Services has strengthened the partnership with Department of Workforce Development (DWD) by implementing the Hoosier Initiative for Re-Entry (HIRE) Program with the youth. The DWD HIRE program delivers a curriculum which focuses on employability (soft) skills, workplace aptitudes, and motivation to help this future workforce become successful in employment opportunities. Upon release from the Juvenile Facilities, DWD coordinates with the student's Work One Office located in their home communities for potential programming and occupational opportunities for our at-risk youth.

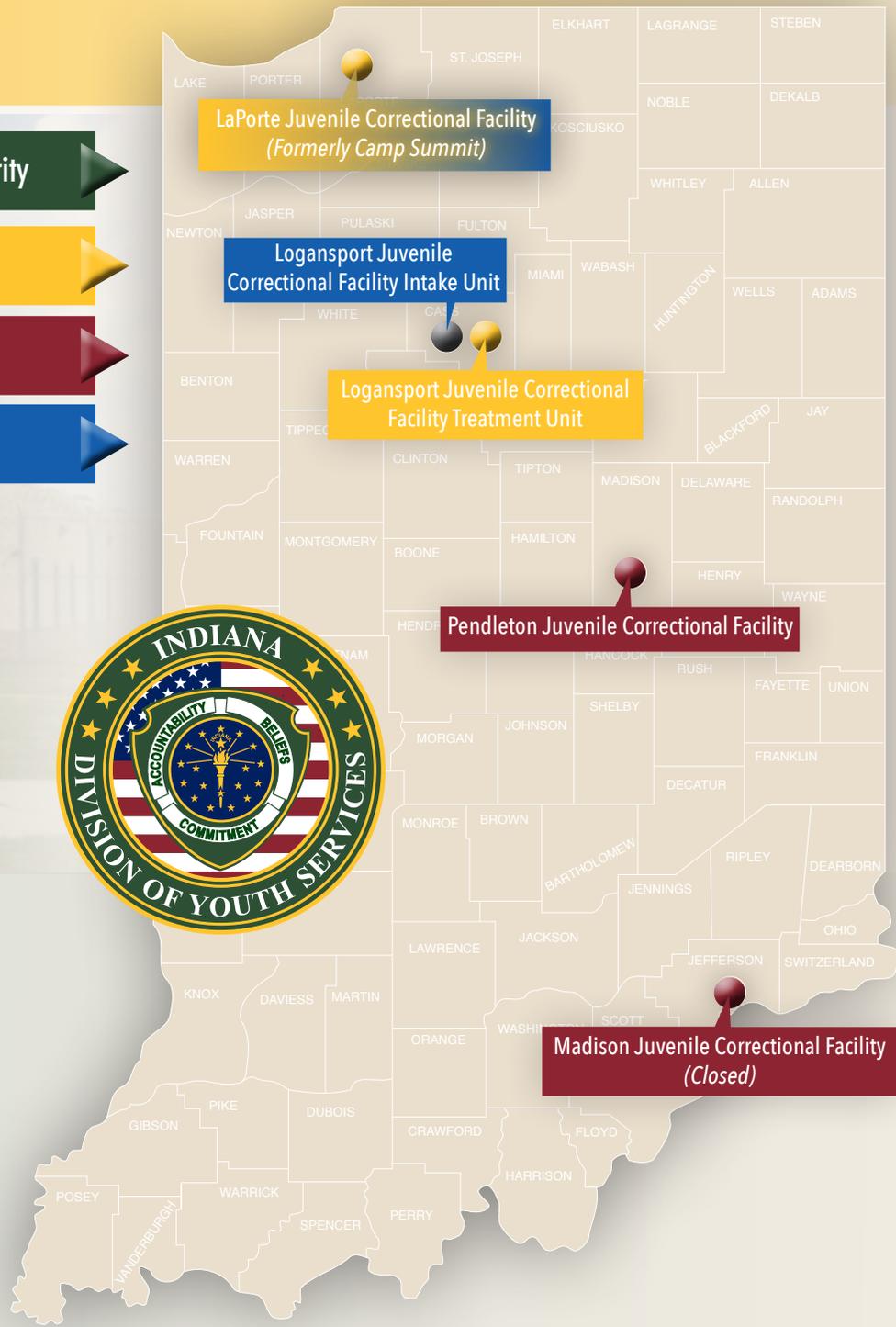


Medium Security / Low Medium Security

High Medium Security

Maximum Security

Intake

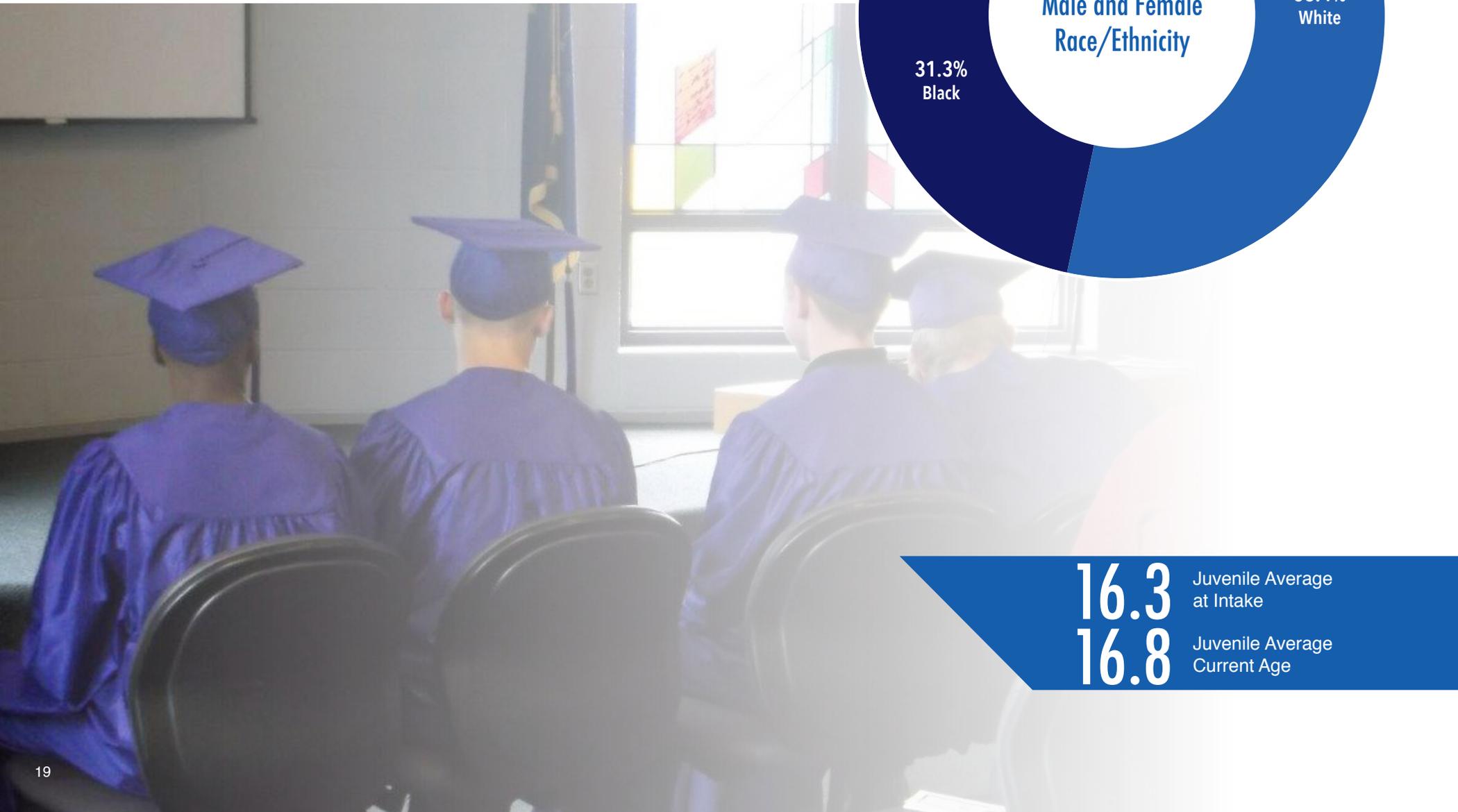
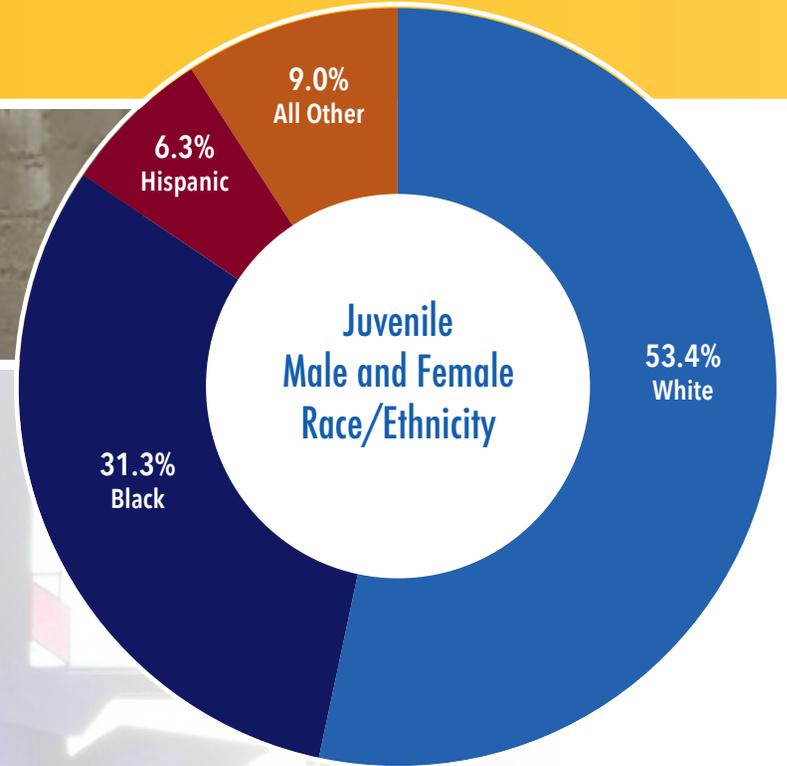


**\$264.97** Average Per Diem

# Juvenile Facility Information

**89.1%** Juvenile Male Offender Population

**10.9%** Juvenile Female Offender Population



**16.3** Juvenile Average at Intake

**16.8** Juvenile Average Current Age

# Juvenile Reintegration Districts

**56** Juvenile Male Offenders On Parole  
**7** Juvenile Female Offenders On Parole

*Excludes Indiana parolees on parole in other states; includes other states parolees supervised by Indiana.*

The DYS Re-Entry Incentives Program Policy was implemented. The JDAI Liaison/ Reintegration Specialists will utilize incentives for the youth to encourage pro-social behaviors and aftercare compliance through positive reinforcement with the goal of reducing the frequency of non-compliant behaviors for youth on parole supervision.

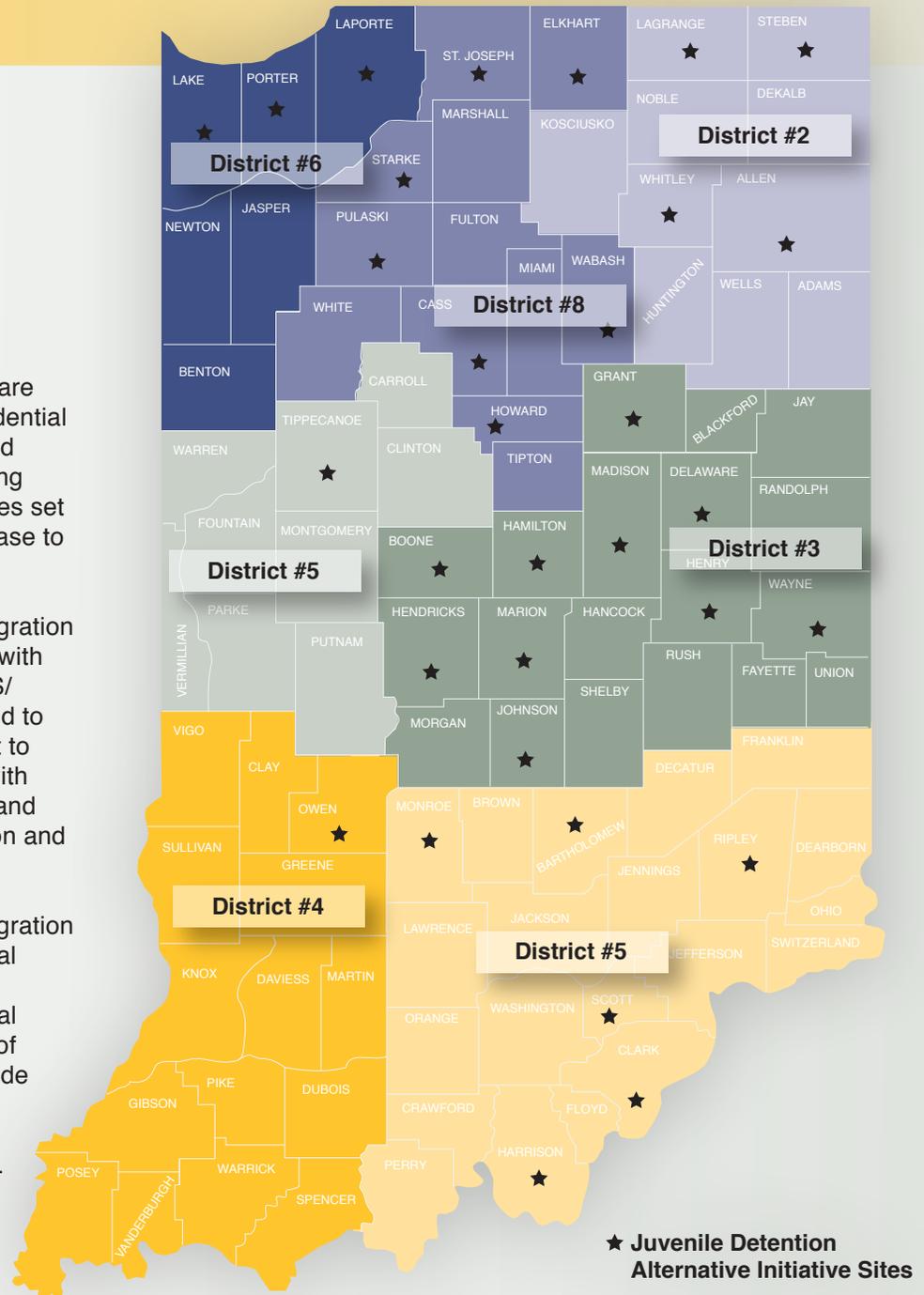
JDAI Liaison/Reintegration Specialists shall utilize Re-Entry incentives for families who will receive gas card(s) to participate in the family incentive program. The family member will attend a family case management meeting at the designated juvenile facility and participate in the session with facility staff mediating for families and youth to work on past issues/ concerns in the home and expectations upon release.

The Division of Youth Services entered into a Memorandum of Understanding regarding Department of Correction youth being able to utilize the same Division of Child Services contracts. The JDAI Liaison/Reintegration Specialists now have access to send residential and aftercare referrals to any service provider approved by the Division of Child Services. Prior to the Memorandum of Understanding DOC only utilized five residential facilities and aftercare services were not set up for youth

being released to parole supervision. DOC youth are now benefiting from residential placement, and youth and families are now benefiting from the aftercare services set up prior to a youth's release to parole supervision.

The JDAI Liaison/Reintegration Specialist meet monthly with youth at each of the DYS/ juvenile facilities assigned to their reintegration district to start building a rapport with the youth to collaborate and develop their reintegration and aftercare support plans.

The JDAI Liaison/Reintegration Specialist works with local juvenile justice agencies to continue being a critical position for the success of the Indiana JDAI Statewide Expansion initiative, specifically related to deep-end system reform.



# Parole Districts

## Field Operations

During 2017, Parole upped the ante when it comes to our mission to enhance public safety. Regional Field Teams were created that are made up of select agents from each of the 10 Districts. These teams are called upon to participate in orchestrated field operations involving parolees all over the State. These probable cause sweeps continually uncover weapons, drugs and other violations from the parolees when their residences are searched. Every weapon, drug and/or other item discovered enhances the safety of the public and removes these items from our communities.

## Parole Home Curfew (RF) Monitoring Program

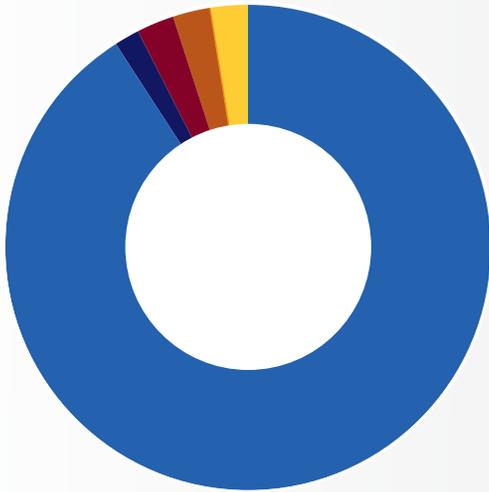
On January 1st, the Parole Home Curfew (RF) Monitoring Program was implemented statewide after a positive beta test at the Indianapolis Parole District. This program, using an RF ankle bracelet, provides an enhanced level of supervision for Non-Sex Offenders whose behavior requires an intermediate sanction to hold them accountable in the community while avoiding a full return to a facility for a revocation hearing with the Indiana Parole Board. During 2017, Parole Services has had 177 offenders complete the program (successfully or otherwise) for a total of 6,874 Days served on Home Curfew. Those 6,874 days cost the State of Indiana \$20,209.56 but allowed the parolee to continue working and contributing to our communities and their families. That same number of days served in an IDOC facility would have cost tax payers \$378,070.00.

## Programs

On November 27th, the Indianapolis Parole District partnered with the VOA of Indianapolis to provide the Turning Point Recovery Center. This first and only program of its kind in Indiana is designed specifically to provide holistic, evidence-based, residential addiction treatment to people on parole. This 15-bed program provides 4 hours of programming per day which includes individual therapy and case management, group therapy, and life skills classes. Clients stay at the facility full time unless there is a medical or legal necessity to leave. This program, which started as a

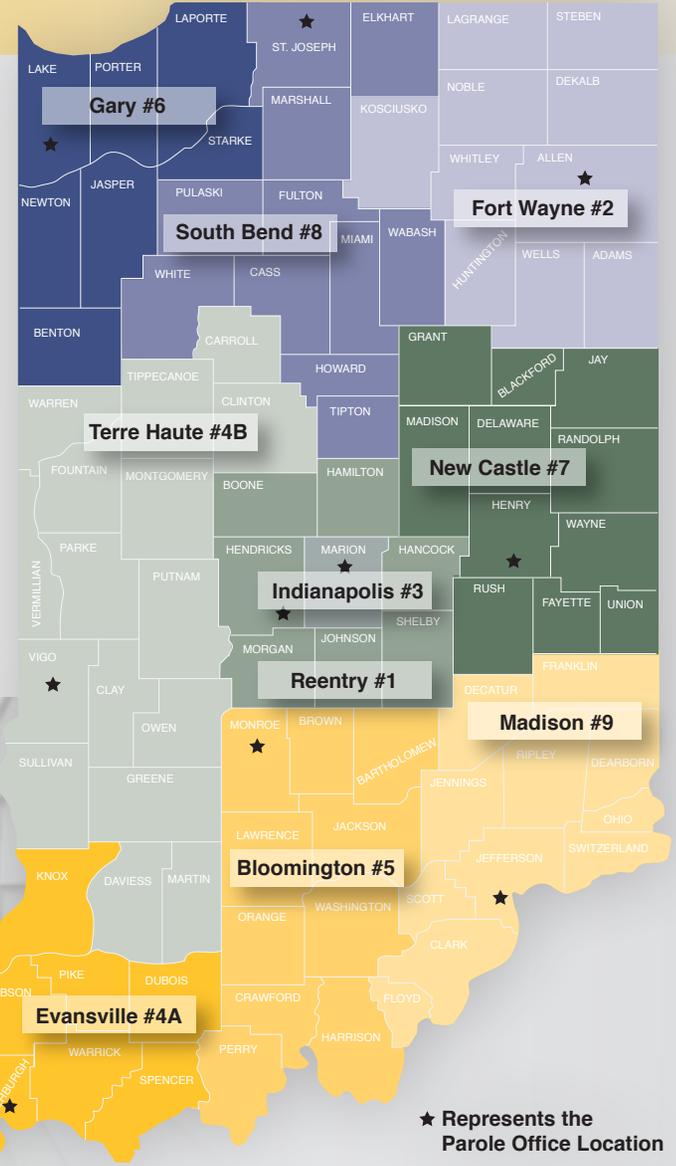
21-day in-patient drug treatment program, has since expanded to 45 days to those with opiate addictions. All of the services of this program are provided at no cost to the client. Upon graduation from the program, clients are provided an aftercare plan that includes an Intensive Outpatient Program and services for up to one year to help them be successful in their long term recovery. Since opening in November 2017, 62 clients have been enrolled in the program which has shown a 68% success rate (compared to a 30% - 40% national average). One hundred percent of the clients rated the program as Very Good to Excellent, and 100% of the clients would recommend this program to others.

	Total Number of Parolees	Employment Percentage	DISCHARGED (M/F)			RETURNED				
			Male	Female	Total	Tech	Delinquent	Felony	Misdemeanor	Total
JAN	7,931	79%	419	69	488	94	32	31	7	164
FEB	7,695	79%	406	70	476	58	29	35	7	129
MAR	7,561	79%	405	65	470	65	39	55	11	170
APR	7,414	81%	372	66	438	48	21	30	8	107
MAY	7,190	81%	406	64	470	56	33	37	10	136
JUN	7,201	81%	315	57	372	77	44	39	5	165
JUL	7,155	81%	385	58	443	50	32	39	10	131
AUG	6,995	83%	359	61	420	71	44	41	8	164
SEP	6,901	82%	327	53	380	67	26	41	3	137
OCT	6,758	82%	341	63	404	101	37	30	6	174
NOV	6,754	82%	333	49	382	39	31	37	9	116
DEC	6,666	80%	358	53	411	58	24	15	5	102
<b>FOR THE YEAR</b>										
Total			4,426	728	5,154	784	392	430	89	1,593
Average	7,185	81%	369	61	430	65	33	36	7	141



### Operating Expenditures

<span style="color: blue;">■</span> Personnel Services	\$ 10,533,484
<span style="color: darkblue;">■</span> Utilities Expense	\$ 162,772
<span style="color: maroon;">■</span> Miscellaneous Contract Services	\$ 286,721
<span style="color: brown;">■</span> Supplies & Uniforms	\$ 290,079
<span style="color: orange;">■</span> Equipment	\$ 3,650
<span style="color: yellow;">■</span> Miscellaneous Administrative	\$ 236,484
<b>TOTAL</b>	<b>\$ 11,513,190</b>



# Staff Development & Training



## Recruitment and Retention

Recognizing that many correctional facilities within the state were facing severe employee shortages, Commissioner Robert Carter announced in August 2017 the addition of 11 new positions focusing on Recruitment and Retention of staff. These positions were placed under the umbrella of the Staff Development & Training Division of the Indiana Department of Correction (IDOC). The positions were divided into 9 regional coordinators, a manager and a special projects person.

## Supervisory Program Becomes Mandatory for All Supervisors

In September 2016, Executive Directive 17-55 was issued mandating that the DOC Supervisory Program become a mandatory training program for all supervisory classifications, effective July 1, 2017. With this implementation, it was determined there were more than 500 custody supervisory staff who had not previously completed the program. This became a major undertaking for all SD&T and the facility training coordinators. When the schedule was completed, class sizes averaged between 80 and 100 people—much larger than they had ever been in the past.

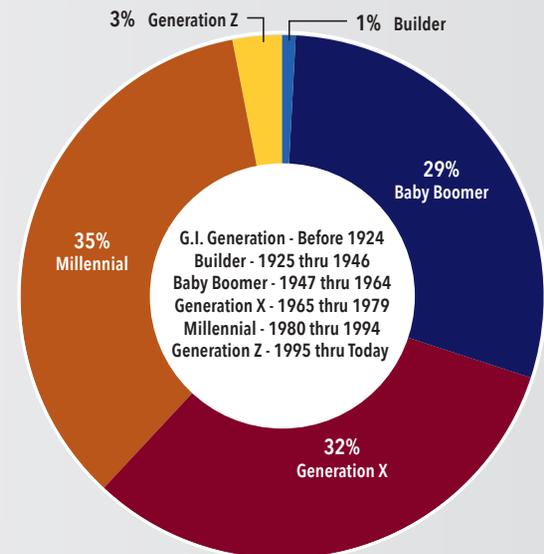




The Department Employee Demographics

### Strategic Plan

The strategic planning process began in May of 2017 and continued through the Fall Agency Leadership Symposium. Central Office Executive Staff and Wardens identify areas of concern within the facilities and the IDOC. Staff were identified as responsible parties and the leaders were given an opportunity to identify staff to work in focus groups. Key issues were developed and matched with the Governor’s 5 pillars. EEL and Leadership Academy graduates were selected for remaining focus group positions. SD&T developed a PowerPoint that was sent to the Commissioner and his “direct reports” for approval. A Strategic Plan Retreat was held at CTI with all focus group members, responsible parties, and team leads. Quarterly “report outs” began January 2018.



**6,584**

Total Department Active Personnel  
Includes 564 GEO Contracted (Non-State) Employees



## PEN's Mission

To equip offenders for successful re-entry through meaningful work and career development while operating in a self-sustaining manner.

## PEN Celebrated 100 years!

Prison Enterprises Network (PEN) and IDOC celebrated 100 years of Correctional Industries in Indiana. PEN Products, now operating under the name PEN Industries, continues to provide valuable workplace training inside the IDOC.

A new logo, redesigned website, and refreshed Facebook and Twitter page were updated to accompany the new name.

PEN prepares adult offenders for a successful re-entry by providing work experience in real world environments such as manufacturing, production, and customer service. PEN offenders also learn soft-skills including teamwork, respect for authority, and the value of daily work. Adult offenders who work in PEN assignments are less likely to recidivate versus non-PEN offenders.

## New PIECP Project

PEN / ISP Metal Shop partnered with an Indiana business to manufacture fifth-wheel attachments. These attachments are used on luggage trolleys for national airline companies.



## Expansion of Joint Venture Operations

Three Joint Venture operations expanded in 2017 adding job training positions. This allows additional offenders to gain job skills and soft skills preparing them for Next Level Jobs after release.

## PEN's Partnership with NIC

Through PEN's partnership with National Institute of Corrections (NIC), three additional practitioner trainings were brought to Indiana this year.

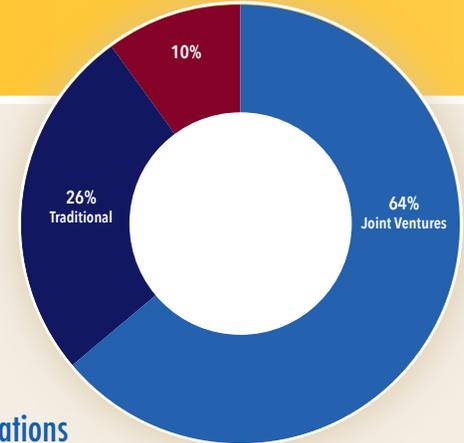
PEN was chosen, as one of four agencies nationally, to provide a platform for research of NIC's Employment Retention Instrument (ERI). This is part of the NIC's ongoing national movement to aid in post-release employment retention and Urban Institute's second validation of the tool.

In August, the NIC's newly developed Employer Driven Training was provided for 30 Indiana professionals from the IDOC. (PEN, facility and parole divisions), HIRE program, non-profit service providers, and staff members from the entities who oversee career one-stops in Indianapolis and in North Carolina.

PEN also had the privilege of hosting the National Institute of Corrections' third OWDS instructor class in Indiana. Nineteen practitioners interested in delivering portions of the OWDS curriculum (Ten Indiana OWDS and nine Iowa OWDS) were chosen from a pool of applicants to learn the skills needed to become a Certified OWDS Instructor.



Commissary Distribution & Logistics



## 3 Types of Operations

### Provide offender job training by:

<b>Joint Ventures</b>	<b>1,015</b>
Partnering with private sector companies to manufacture products or provide services.	
<b>Traditional</b>	<b>412</b>
Manufacture products and provide services.	
<b>Commissary / Distribution / Logistics</b>	<b>152</b>
Provide Commissary products to offenders and provide transportation and delivery of all products.	
<b>TOTAL</b>	<b>1,579</b>



circa 1917



circa 1946



circa 1967



circa 1992



circa 2017

### Indiana State Prison

- Administrative Support
- Metal Fabrication

### Miami Correctional Facility

- Administrative Support
- Braille Transcription
- Chemical Shop
- Hygiene Products
- Janitorial Products
- Laundry Products
- Warewash Products
- Industrial Filters (PIECP)
- Mattresses
- Offender Clothing
- Packaging (JV)
- Specialty Clothing (JV)
- Wire Harness (PIECP)

### Rockville Correctional Facility

- Administrative Support
- Call Center (JV)

### Wabash Valley Correctional Facility

- Administrative Support
- Call Center (JV)
- Printing Services
- Sewing (PIECP)
- Wire Harness (PIECP)

### Putnamville Correctional Facility

- Administrative Support
- Pallet Repair (JV)

### Branchville Correctional Facility

- Administrative Support
- Pallet Repair (JV)
- Plastic Recycling (JV)

### Westville Correctional Facility

- Administrative Support
- Highway Signs
- Pallet Repair (JV)
- Plastic Recycling (JV)
- Work Crews (INDOT)

### Correctional Industrial Facility

- Administrative Support
- Automotive Part Refurbishing (JV)
- Chairs
- Laundry

### Indiana Women's Prison

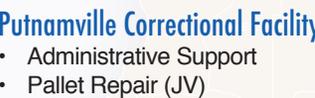
- Engineering Support
- Hand Sewing (JV)

### PEN Industries Central Office

- Administrative Support

### Plainfield Correctional Facility

- Administrative Support
- Commissary
- Distribution Center
- Fulfillment - State Forms
- Toilet Tissue



**INDIANA DEPARTMENT OF CORRECTION**

302 W. Washington Street, Room E334  
Indianapolis, Indiana 46204

Indiana Department of Correction  
[www.in.gov/idoc](http://www.in.gov/idoc)

Offender Locator  
[www.in.gov/serv/indcorrection\\_ofs](http://www.in.gov/serv/indcorrection_ofs)

Indiana Sheriffs' Sex Offender Registry  
[www.insor.org](http://www.insor.org)

PEN Industries  
[www.penindustries.com](http://www.penindustries.com)



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