



**STATE OF INDIANA
Department of Correction**

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Mitchell E. Daniels, Jr.
Governor

Bruce Lemmon
Commissioner

November 15, 2012

Mr. Adam Horst
Director, Indiana State Budget Agency
Indiana Statehouse, Room 212
Indianapolis, IN 46204

Re.: IDOC Overview – Budget Transmittal Letter
FY 14/15 Biennium

Dear Director Horst,

As Commissioner of the Indiana Department of Correction, I respectfully submit this overview in support of the IDOC's budget request for the biennium beginning July 1, 2013 and ending June 30, 2015. I have included a description of the IDOC's purpose and functions, an overview of recent agency accomplishments, and details of the changes that were made during the current budget cycle to improve agency performance. This letter also delineates the biggest challenges that lie ahead for the IDOC, describes the overarching objectives being planned for the next biennium, and outlines proposed variances from past appropriation levels that may allow the IDOC to resolve its challenges and improve its level of effectiveness in protecting the citizens of Indiana.

The Department of Correction Protects Us From Convicted Criminals.

The IDOC protects the citizens of Indiana, and those who visit or have interests in the Hoosier State, by (1) Securing serious criminals away from our communities and preventing them from continuing their acts of criminal victimization; (2) Standing as an ongoing deterrence to those who might otherwise consider a criminal lifestyle; and perhaps most importantly, (3) Reducing the probability of offenders reengaging in crime after release through rehabilitative programming, treatment and transitional services that work.

Currently, over 28,750 adult felons and murderers, as well as 533 delinquent juveniles are incarcerated within one of 16 prisons, four work camps or work release centers, and five juvenile facilities operated by the Department. For those sentenced to IDOC for very short periods of time, or when capacity needs dictate, the Department also utilizes county jails to house some of its offender population. There are more than 10,280 offenders released from prison that are being supervised by IDOC Parole Services throughout the State of Indiana.

Mission of Containment and Incapacitation

The IDOC has one of the best records in the nation when it comes to containing and controlling serious criminals, and ensuring they do not reoffend in the community during their designated periods of incarceration. Less than one out of every 10,000 offenders assigned to a secured facility manages to escape. Of the few that managed to escape confinement this past biennium, all were apprehended and re-confined to a more secure setting within a few days, or in some cases hours of their escape.

Decreasing the Probability of Reoffending After Prison

*“The penal code shall be founded of principles of reformation, and not vindictive justice.”
Art. I, Section 18*

Indiana’s Constitution tells us that reforming the offender must be an overarching goal of the Department. Like many other states and the Federal Bureau of Prisons, Indiana defines recidivism as the percentage of offenders that return to prison within three years of their release. In 2010 the rate of recidivism was 39.3%. Last year that rate fell to 37.9%. This differential may seem insignificant, but given that more than 17,000 offenders are released each year, even this small reduction equates to hundreds of fewer crimes or revocations, and thousands fewer occupied prison bed days each year, helping avoid millions of dollars in potential costs. The goal for the next biennium is to reduce the recidivism rate even further (under 35%), providing Indiana one of the lowest rates in the nation.

Over 97% of people sent to prison will return back to their communities. We want them to return as reformed and productive citizens. For an offender to successfully transition from prison to community, it is critical that we assess their risks and needs; develop an effective case management plan; provide rehabilitative programming in prison that works; cooperate with other government agencies, private service providers, the faith community and others to ensure that their basic needs are met following release; and that they also are given proper supervision, programming and treatment to ensure their behavior comports with expected community standards.

Over the past biennium, IDOC has partnered with the Indiana Judicial Center, community corrections directors, and probation to roll out the newly developed risk-and-needs assessment tool. This tool, known as the Indiana Risk and Needs Assessment System (or simply “IRAS”), was specially developed for Indiana by the University of Cincinnati using evidence-based research. Using a single assessment tool that is designed especially for Indiana will lead to better apples-to-apples comparisons of each offender’s risk of reoffending and their level of programming and treatment needs as they traverse the criminal justice system.

Offenders sentenced to IDOC are assessed upon intake, and a case plan is developed that identifies the core programming they need in order to reduce the likelihood they will reoffend upon release. Programs that award credit time are most sought after by offenders. These include addiction recovery programs, vocational certifications, cognitive behavioral programming, faith and character-building programs, and education programs such as literacy, GED, High School Diploma, or college associate or bachelor degrees. Funding for college programming was reduced significantly last budget session, which has led to a decline in the number of college coursework completers. But this programming gap was filled through an expansion of other programming, such as our apprenticeship programs offered in partnership

with the U.S. Department of Labor. The IDOC also greatly expanded its cognitive behavioral programming. Cognitive behavioral programming is an evidence-based practice designed to address an offender's criminal thinking and behavior pattern.

Nearly 80% of people sent to DOC have a history of substance abuse. That is why addiction recovery programs are also a core component of the IDOC's rehabilitative services. The Department offers a variety of substance abuse treatment, including out-patient styled models, as well as intensive prison-housing unit based therapeutic community ("TC") type models. One of these programs, known as the CLIFF Program, is especially designed to treat persons addicted to methamphetamine. These TC programs show great promise. In fact, IDOC's CLIFF Program was awarded the national program of the year award by the American Correctional Association. Using these TC programs, the IDOC began a partnership with many Indiana judges known as "Purposeful Incarceration." This program targets defendants whose criminal behavior is driven by addiction issues. The court identifies candidates, and the IDOC places them in a TC program and provides periodic updates. Upon successful completion, the offender may receive a sentence modification into a community-based treatment model. What started as a partnership with a single court in Evansville and a single TC unit at Branchville Correctional Facility, has grown this past biennium to include more than 50 counties and 800 participants in TC Programs at eight prisons.

The Department has taken initiative in several key areas to promote a smoother and more successful offender transition from prison to community. Employment is one key to a self-sustaining, law-abiding lifestyle. To assist emerging offenders with employment opportunities, in addition to greatly increasing apprenticeship and job skills programming in prison, the Department developed a career development program that teaches offenders fundamentals on where to find jobs, how to prepare a resume and other documents, how to interview, and how to sustain employment and build a career.

Another key to successful transition is ensuring each offender has the essential documentation needed to secure employment, or apply for available housing, food and medical and other benefits. To this end, the IDOC negotiated an MOU with the Social Security Administration to acquire copies of social security cards for offenders. We also greatly expanded our partnership with the BMV to expand exponentially the number of State-issued IDs for offenders, partnered with the Department of Health to secure copies of birth certificates, and developed a contractual relationship with a not-for-profit organization to facilitate offenders' application for Medicaid benefits.

To facilitate improved handoff of case management as offenders leave prison to be supervised on parole, probation, or community corrections, the IDOC developed a public portal for its "Offender Case Management System", that allows local criminal justice stakeholders and the courts access to specific information about an offender's progress (or lack of progress) while incarcerated. This information, coupled with the IRAS mentioned above, provides post-incarceration supervisors and service providers more accurate information than ever about returning offenders.

ORGANIZATION OF THE IDOC

As the appointed Commissioner of the Department, I stand as its Chief Executive Officer. The Department is divided into three primary offices: Administrative, Operational, and Reentry and Programming, that are headed up by my Chief of Staff, Directors of Operations, and Deputy Commissioner of Reentry, respectively. In addition to these three, eight others make up my executive team, including my Chief Financial Officer, General Legal Counsel, Executive Director of Juvenile Operations, Executive Director of Reentry and Community Programs, Executive Director of Emergency Operations and Staff Development and Training, Regional Director of Operations, Executive Director of Programs, and Chief Media Officer.

The operations side of the IDOC operates under a military-style command structure. A new employee would enter as a Custody Officer and may be promoted to Sergeant, Lieutenant, Captain, and Major. From that point, the promotional chain might include Assistant Superintendent, then Superintendent. Operations division also oversees classifications, records, and other aspects of facility management. The reentry and programming side of the Department is primarily composed of counselors and casework managers, recreational leaders, unit team managers, and program managers.

To supervise more than 40,000 felony offenders, juvenile delinquents, and parolees, IDOC uses a team of correctional professionals that includes 6,322 fulltime staff and 1,760 contracted employees. The IDOC also recruited 4,823 volunteers who collectively provided more than 144,000 hours of service last calendar year, helping IDOC's program staff prevent idleness, provide spiritual guidance, and develop environments within prison that are conducive to offender rehabilitation.

An electronic copy of the IDOC's organization chart accompanies this letter and a hard copy is available upon request.

IDOC ACCOMPLISHMENTS MADE & CHALLENGES OVERCOME

In the 2010 budget transmittal letter, most of IDOC's challenges and accomplishments centered on managing a record high prison population level. Had previous prison population forecasts been realized, Indiana would be constructing another large prison or be facing inevitable conditions of confinement class action lawsuits by offender advocacy groups. But, remarkably, for the first time in 40 years, Indiana's prison population did not increase (See Figure A.) There was no legislative action to explain this reduction in admissions and change in sentencing practices. But what did take place was a highly visible statewide study by researchers being supervised by the Criminal Code Evaluation Commission. Researchers examined sentencing practices, including an in-depth look at the D felons being sent to prison. The largest drop in prison admissions took place during the course of the study and as it turned out, the biggest reduction realized were in fact the D felons.

Another factor contributing to reduced admissions could be the expansion of State-funded community corrections, which continues to break records in the number of felons being diverted from prison. The prison population forecast for the next biennium shows a return to increased admissions and population expansion.

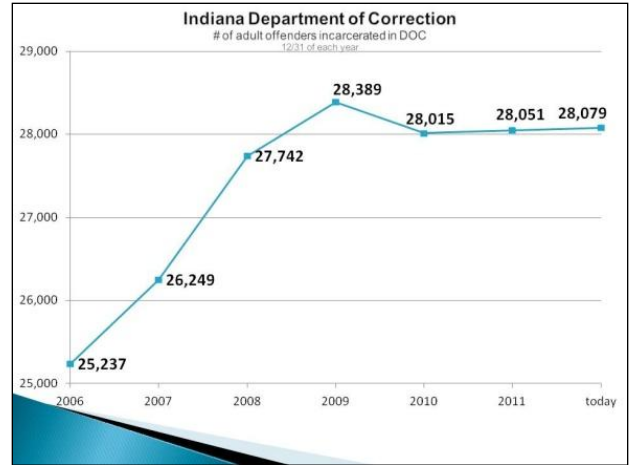
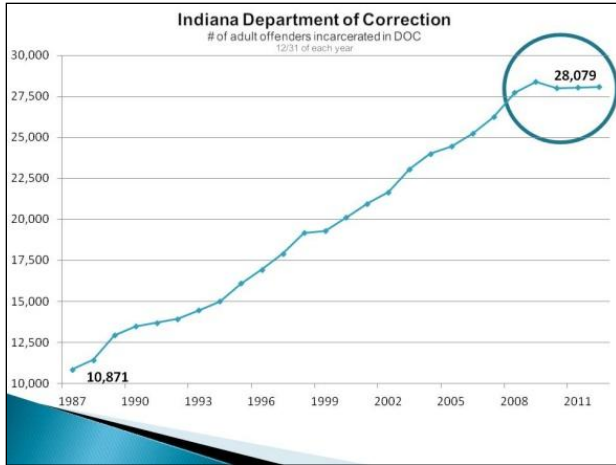


Figure A

There were many accomplishments made within IDOC that improved the quality or level of service being provided. The most significant of these include:

Changing the way Parole Services are provided and managed

I ordered a comprehensive audit of Indiana's parole services, and the results were telling. Time and resources were not being properly apportioned based on the risk level of the parolee, and too much focus was given to managing processes rather than managing parolees. I requested and received technical assistance from the National Institute of Corrections, who provided a consultant to review and make recommendations regarding parole management. We modified our parole case management tracking system to flag when a parole case needed attention, we approved additional management and training support, we retooled the report cards to deemphasize parole failures and encourage an increased level of success, and we recently started planning for ways to add more programming elements to assist parolees in dealing with addictions and other risk factors. We are also developing a mentoring programming that will have community volunteers, especially from various faith communities, and even former offenders, help mentor offenders recently released to parole and probation.

One of the new initiatives funded last budget session was GPS tracking of the highest risk sex and violent offenders. Currently IDOC Parole Services is working with two vendors to provide continuous monitoring of Indiana's 275 highest risk parolees.

More accurate and timely communications with our courts

Several sessions ago, the Department worked with lawmakers to change Indiana code to allow for court records to be sent to IDOC electronically. This past biennium, IDOC partnered with the Judicial Center and its Judicial Technology and Automation Committee to develop a standardized electronic template for both the Abstract of Judgment and Pre-sentence Investigation Reports. A system was also developed that will track each of these and send them from the courts to IDOC. The Indiana Supreme Court also supported this project by ordering the electronic abstracts to be completed whenever a person is convicted of a felony, even those that are not sentenced to IDOC. Additional fields added to these forms

will provide a large amount of critical data to IDOC and researchers, and can be used to report on sentencing practices in Indiana, and support future funding and policymaking decisions.

Attained full accreditation

For the first time, Indiana was awarded the Golden Eagle by the American Correctional Association for meeting or exceeding national standards at all adult prisons, juvenile detention facilities, parole district offices, training center, and our Central Office. Indiana joined only 15 other states to have attained statewide compliance with these nationally recognized correctional standards.

Addressing the short-term offenders

IDOC changed the mission of one of its facilities in Plainfield to contain offenders with the shortest periods of incarcerations. Each year, thousands of offenders were sentenced with periods of imprisonment less than 90, 60, even less than 30 days. In the past, these extremely short term inmates were distributed among a half dozen minimum and medium security facilities. Transporting and processing them in and out interfered with other important facility functions. A new program, called the Short Term Offender Program (or “STOP”), is located adjacent to IDOC’s intake unit (cutting down on transportation costs), and provides at least some modified programming for these “pass-throughs” that would otherwise be transitioned almost immediately after completing orientation.

Correctional Services for Veterans

Last year, IDOC introduced one of the Nation’s first prison-based housing units dedicated to providing specialized programming and transition services to inmates who served in our Armed Forces. This Therapeutic Community modeled housing unit, called INVET, operates inside the walls at the Indianapolis Reentry and Educational Facility, and was developed in partnership with the Veteran’s Administration, the Department of Workforce Development and the American Legion.

Commenced Active Tracking of the Highest Risk Sexually Violent Predators

Indiana law passed during the 2006 Session and, following subsequent amendments, made effective July 2010, requires IDOC to place active electronic tracking devices on offenders defined as sexually violent predators. This program was first funded with the 2011 budget appropriation and via the budget bill the law was amended to reflect that the provision applies “subject to the amount appropriated to the department for a monitoring program as a condition of parole.” (See HB1001, Section 104 [2011], also I.C. 11-13-3-4(h)(2)). Current appropriation levels proved sufficient to cover equipment and monitoring services to continually track approximately 300 of Indiana’s highest risk sex and violent offenders.

Expanded Community Correction Programs

The IDOC provides grant funding to participating counties that partially funds their community correction programming (see IC 11-12-1 *et seq.*) These programs provide local sentencing options for judges instead of sending someone to prison. A snapshot taken September 4, 2012 showed a record

17,382 felony offenders currently being diverted from IDOC and served within the 78 participating counties. A recent report generated by IDOC's Research Division showed a distinct and direct correlation between counties that participated in the community correction programs and the number of D felons they send to prison. IDOC also pays counties for costs associated with the Community Transition Program (CTP) (See IC 11-12-10, et seq.) Under the current formula, counties receive \$35/day for the first 30 days and \$15/day for each day thereafter. The duration of CTP is set out in statute and defined by the offender's felony level. The numbers being approved for CTP have gone up during the current biennium from an average of approximately 450 participants to approximately 550 participants.

Other accomplishments made by IDOC:

- Indiana's jail standards outlined in the Administrative Code were updated by IDOC in partnership with the sheriffs of Indiana.
- IDOC worked with the Department of Workforce Development (DWD) to utilize grant funds for DWD job specialists which help identify and prepare certain offenders for available jobs working for cooperative employers in Indiana. This promising program is called IHIRE.
- Indiana twice hosted a national conference on sustainability in corrections, which highlights best practices with recycling and conservation efforts in a correctional system.
- IDOC opened a new maximum-security housing unit annex on grounds at the New Castle Correctional Facility.

IDOC's KEY PERFORMANCE INDICATORS

The highest level performance measures ("dashboard indicators") used by the IDOC include two basic measures – the rate of recidivism and the percentage of idle offenders. From there, the performance metrics focus on the services provided within virtually every division of the IDOC. We collect data to measure such things as staff-to-offender ratios, facility per diems, staff turnover, number of offenders enrolled vs. number completing all core rehabilitative programs, the number of prison beds filled, staff vacancy and turnover rates, and number that escape from secured confinement or "walk-away" from work release. We also measure our community-based correction providers by tracking the number approved by the courts for CTP, the number of felons diverted from prison by community corrections, the number of DOC offenders held in county jails, and much more.

The new electronic Abstract of Judgment that is now required to be completed by all sentencing courts will produce more relevant information about sentencing practices in Indiana than ever before. We will finally know who is being sent to prison because they have failed a local program, why they failed, and more about their criminal history. This will be shared with interested stakeholders.

The Department has also been utilizing current data in new ways. We are looking beyond the pure recidivism numbers to see what programs tend to support success, and what combinations of programming (e.g. Faith and Character Programming plus employment) tend to have the biggest

influence on reducing recidivism. We also generated a report that shows how community corrections grant funding leads to fewer D felons sentenced to DOC, and have shared that report with judges, prosecutors, lawmakers, and community corrections directors.

IDOC OBJECTIVES FOR THE NEXT BIENNIUM

The criminal justice reform discussions and study led by the Criminal Code Evaluation Commission and other leaders seems to have had a significant impact on sentencing practices and prison admissions of the lower level (Class D) felons. Prior to the beginning of this study in 2009, the number of D felony admissions had been growing steadily, reaching an all-time high of 8,231 offenders in 2009. As the study commenced, this number dropped to 8,013 the next year, then to 7,098 this past year. Now that the report has been published, we see the number of D felons begin to again increase, with a 2012 year-end total expected to be approximately 7,440. As the prison population again approaches maximum operational capacity, this change in admissions becomes critical.

Another serious factor that will impact future planning are possible changes to substantive criminal laws, but more importantly, the credit time laws, that are currently the subject of discussion by policymakers. We have recently observed a small number of offenders taking advantage of program credit laws (that which deals with college degree completions) to reduce their period of incarceration significantly, and with relatively little effort. Certainly this needs to be addressed, however, systemic changes to credit time laws, without a change in imposed sentencing ranges, could produce significantly longer stays for those sentenced to prison, and would quickly drive our population beyond safe capacity. Changes in law that necessitate additional prison expansion deserve careful and thorough consideration, as a new 2,000 bed celled facility would likely cost \$150-200 million to build and another \$35-40 million per year to operate. With this mind, IDOC's budget proposal this biennium focuses on managing intake and capacity through more coordinated efforts with our community partners. The best way to properly triage offenders to determine who needs prison happens only in counties where judges have options and the purpose and function of diversion programs, probation, community corrections, and jails are spelled out and working in concert with one another. Collecting and sharing data, developing expectations and folding them into a more objective and evidence-based incentive funding formula is one way to ensure that offenders are placed in the best program for addressing their security and programming needs, and making best use of limited local and state resources.

Other Threats and Challenges Likely To Be Faced

The next biennium will present the IDOC with a number of challenges. The ones known to date that the IDOC is planning to address include:

- During the 2011 Session, a change in law was made that allowed prisons to join jails to enforce maximum charges by outside medical service providers to be capped at Medicare rate plus 4%. This provision has allowed the IDOC to avoid nearly \$5.3 million in costs, but is due to sunset. The budget proposed by IDOC depends on this provision remaining in statute.
- For reasons discussed above, it is unknown what changes to criminal sentences and sentencing practice might be made that will impact the IDOC. But as it stands, we are forecasting an additional 144 adult offenders the first fiscal year, and an additional 146 the second. This will have the prison population approaching the point where optimal maximum capacity would be reached.

- A reduction in education appropriation and reductions in federal grant funding are working against IDOC's plan to increase the level of educational programming available to meet the needs of an expanded offender population.
- Cellular phones and similar devices trafficked into prisons pose one of the greatest security threats in decades. Federal regulation currently prohibits jamming these signals. We are working with our current telephone service provider to improve ways to restrict or find and remove these devices, but more needs to be done to resolve the issue.
- Indiana's Sex Offender Registry is currently managed by IDOC and by each of Indiana's sheriffs. It has been the subject of much consternation by policymakers and many of Indiana's citizenry. Resolving certain problems will likely require both a change in law and an examination of current and potential future funding sources.
- Since 2004, the U.S. Department of Justice has been investigating IDOC's youth services division. Though IDOC has made many changes that address recommendations made by investigators, additional new recommendations have surfaced. Some of these recommendations go far afield of IDOC's ability to address, and are more focused on Indiana's juvenile correctional system as a whole, and would require support from all three branches of government to resolve in the manner recommended by DOJ.

IDOC Programs Reduced, Eliminated or Replaced

The IDOC's juvenile population has decreased dramatically during the past two biennia, in large part because local juvenile programming was expanded through initiatives like the Juvenile Detention Alternatives Initiative (JDAI) and community corrections. In 2008, a snapshot of the IDOC population would show over one thousand juveniles incarcerated within an IDOC-operated detention facility. Today that number is 533. With more capacity than students in our Youth Services Division, the decision was made to close the detention unit at South Bend and move its operations to the Logansport and Pendleton Juvenile Facilities.

The backbone of IDOC's offender tracking computer system is called the Offender Information System. It was built in the 1980's using what today could be described as primitive technology. There are few people today that are knowledgeable enough with the system even to maintain it, and its applications are too limited to provide the kind of information that is needed. It is unlikely this system could be modified to adequately keep pace with changing criminal laws. A plan is in place to replace this system without the need for additional funding.

Additional Resources Requested For the FY 14/15 Biennium

The Department has ongoing contractual agreements for the provision of certain inmate services. The biggest of these are for medical care and food service for the entire prison and detention population. The payment basis for these contractual agreements is directly and proportionately related to the offender population size and inflation. As both those factors increase, the amount of the Department's contractual obligations also increases. To assist with the fulfillment of contractual obligations, the Department has the following additional funding requests:

Contractual Increase for Food Service Contract

In 2005, the Indiana Department of Correction entered into an agreement with a private vendor for food services for all of the State's correctional facilities. The total cost of the food service contract is expected to rise during the next biennium because of the expected increase in the number of offenders during the next biennium, and inflation.

Title	Fund	FY 2014	FY 2015
Food Service	13430	\$1,317,405	\$2,649,335

Contractual Increase for Medical Contracts

Medical services for offenders housed in state correctional facilities are provided by a private vendor. The cost of those basic services is determined on a per diem basis. During the current biennium, the contractual per diem amounts increased. In addition, the Department also anticipates an increase in offender population which will result in an increase in medical costs.

The Contract for offender medical services is due to expire in August 2013. At the time of this writing, the Department is in the process of finalizing and releasing a Request for Proposal to start a new procurement process to identify the best provider(s) to provide this service for Indiana for the next four years, and possibly beyond.

Title	Fund	FY 2014	FY 2015
Medical Services	18790	\$3,283,520	\$7,374,336

Contractual Increases for New Castle Correctional Contract

In 2002, the Department opened the doors on the New Castle Correctional Facility. In 2005, the Department of Correction entered into an agreement with a private vendor for the operation of the New Castle Correctional Facility. Under that contract, remuneration to the vendor is based on a daily offender count (per diem). During this current biennium, an additional housing unit was added to that facility, and the entire facility was phased-in to full operation. Due to the anticipated rise in the offender population, it will be necessary to continue to utilize the entire capacity of the New Castle facility during the full course of the next biennium.

The costs of this change package have been calculated using the contractual per diems, with the assumption that the facility will be filled to its capacity throughout the biennium.

Title	Fund	FY 2014	FY 2015
New Castle Correctional	13650	\$764,194	\$1,543,671

Juvenile Detention Alternatives Initiative (JDAI)

The JDAI is a national juvenile justice reform initiative aimed at improving outcomes for children who come in contact with the juvenile justice system. The JDAI model is supported by the Indiana Supreme Court and Judicial Center, the Indiana Criminal Justice Institute, and the Department of Correction. To date, eight counties participate in this program, which is proving to have a strong impact towards diverting juveniles from state operated detention. Currently, 39 states and more than 200 separate jurisdictions across the country have implemented this initiative. This funding would also support additional Juvenile Reintegration Specialists to facilitate transition of juveniles from state detention to their local community.

Title	Fund	FY 2014	FY 2015
JDAI	13830	\$5,500,000	\$5,500,000

The current funding for the JDAI is entirely through federal grants.

Other Recommended Changes to the 2013 Budget Bill for FY 14/15

The budget proposed by IDOC depends on the continuation of the statutory provision governing the amounts that can be charged by outside medical providers, and making the rates charged for state offenders the same as those charged for those incarcerated at the local level (See I.C. 11-10-3-6.) The sunset provision of this statute (subpart e) needs to be eliminated, or amended and extended.

Decisions made in community corrections are governed by a Board which is composed of up to 19 members consisting of leaders from each of the three branches of county government and other elected officials (See IC 11-12-2-2.) The local community correction decisions that are made by this body are final and govern the activity of the state grant funded community corrections programming in that jurisdiction. However, by statute they are still referred to as the “advisory board.” It is recommended that language be added that would change this name to “governing board.”

Capital Requests

- (1) **Preventive Maintenance = \$10,677,354** - This represents the capital preventive maintenance requests from all the Department’s adult and juvenile facilities, as well as the PEN Products Division. The amount requested reflects a 0% percent increase over the 2003-05, 2005-07, 2007-09, and 2009-2011 appropriation levels.
- (2) **Capital Lease Payments = \$91,641,398** - This represents the cumulative capital bond payments for three correctional facilities (Wabash Valley CF, Miami CF, and New Castle CF) constructed through bond proceeds administered by the Indiana Finance Authority. This also includes a capital bond payment beginning in FY15 for the construction of a dormitory at Westville Correctional Facility. The Department proposes to construct a 480 bed, modern dormitory housing unit. The FY15 bond payment is estimated to be \$600,000.

(3) **R & R/New Construction Projects = \$23,960,024** - In keeping with the Agency master plan, several projects previously appropriated but not allotted will be submitted for consideration. These will include functions critical to facility operations such as replacement of locking devices, refurbishment of water systems, and building envelope refurbishment and repair.

Total Capital Request = \$126,278,776

My staff and I look forward to cooperating with your Agency to ensure the appropriations received are managed in the most efficient and effective manner for the taxpayers of Indiana.

Sincerely,

Bruce Lemmon
Commissioner

cc: Sebastian Smelko, Policy Adviser for Public Safety, Office of Governor Daniels
Hilary Alderete, IDOC Budget Analyst, State Budget Agency