



## EFFECTIVE **PARTNERSHIP**

A **Reorientation of Managed Services** to  
Focus on **Corrections Outcomes**

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## ABOUT THIS REPORT

As part of its responsibility to inform its members on relevant issues, the American Correctional Association (ACA) partnered with ARAMARK in conducting a survey on the concerns and challenges facing professionals today and on the practice of outsourcing in the the corrections profession. The key objective of this study is to provide professionals with the insights and perspectives of their peers around issues that impact inmates, officers, and other professional staff. Specific issues include: general concerns in managing correctional facilities, the challenges and barriers to recruiting service professionals (medical, mental health, offender education) and perceptions and best practices around outsourced services.

## ABOUT THE ACA

The ACA is the oldest and largest international correctional association in the world. ACA serves all disciplines within the corrections profession and is dedicated to excellence in every aspect of the field. From professional development and certification standards and accreditation, from networking and consulting to research and publications, and from conferences and exhibits to technology and testing, ACA is a key resource for professionals and the world-wide authority in corrections.

## ABOUT ARAMARK STRATEGY & INSIGHTS

ARAMARK Strategy & Insights is a group of strategic research professionals that lead ARAMARK's efforts to better understand the unique needs, attitudes and behaviors of the customers and clients ARAMARK serves. They are guided by the belief that there is an intersection between the services ARAMARK delivers and the outcomes their clients are looking to achieve.

## ABOUT THIRD-PARTY RESEARCH PARTNERS

Given that both ARAMARK and the ACA are vested parties in the corrections profession, two third-party research firms were engaged to maintain objectivity and assure accurate data collection for this study. Spring International conducted all qualitative work and Intelliscan Inc. conducted all quantitative data collection. Both organizations are independent.

This study was conducted online and the sample was generated using databases from the ACA. A total of 205 corrections professionals participated in this study with county/city jails represented by two-thirds and state prisons represented by one-third. Over 80% of respondents are either jail administrators or wardens. Respondents are well versed in the corrections industry with the average tenure at nearly one-quarter decade. The average facility size that these professionals manage is 763 beds and they tend to be located in urban areas.

## HIGH PRIORITY CORRECTIONS CONCERNS

- Officer retention and recruitment, coupled with security/custody and safety are the most important concerns for each professional. Corrections professionals' concerns are focused on problems within the facility, those they must deal with on a day-to-day basis in order to maintain control.
- Corrections professionals face difficulties recruiting and retaining officers which is influenced by: availability of other jobs, compensation, benefits, appeal of working in a correctional facility, and the public perceptions of corrections.
- The most prevalent inmate challenge is healthcare, specifically the need for mental health services, pressures associated with growing inmate populations, and the risk of inmate litigation issues.

## RECRUITMENT AND RETENTION CHALLENGES

- Recruitment and retention of medical and mental health professionals is a challenge as their efforts often go unrecognized, yet their jobs are critical to helping protect our communities.
- The most difficult jobs to recruit for are psychiatrist, physicians, registered nurses, psychologists and dentists.
- The biggest challenge is providing salary and benefits that are on par with other government agencies or the private sector, followed by concern for safety.
- State Prisons view "undesirable facility location" as a major recruitment/retention barrier that must be compensated for in other areas.
- While teachers and educators are less difficult to recruit and retain, the exact same challenges with salary and safety exist.

## **OUTSOURCING OUTLOOK AND PRACTICES**

- Better reentry and lower recidivism are the biggest objectives that for which the corrections profession is trying to solve. Corrections professionals strongly agree that developing the right portfolio of programs is necessary to achieve this objective.
- There is a perceived lack of appreciation for the work that the corrections profession does to keep our communities safe. This is reiterated by professionals who strongly believe that the corrections profession is portrayed negatively in the media; therefore the public rarely sees the value that a well managed correctional facilities adds to their community.
- For corrections professionals, the value of outsourcing is most clearly seen for commissary / canteen services, medical care, and mental health services.
- There is strong agreement that the use of outsourcing will be increasing over the next five years, but very few perceive this as a threat to their job.

## **EVALUATION OF THE OUTSOURCING ALTERNATIVES**

- When evaluating outsourcing alternatives, corrections professionals want a provider that understands the requirements that are unique to their environment. They seek a provider that consistently and proactively communicates with the facilities management that they currently staff.
- In the selection of an outsourced provider, state prisons are more likely than jails to recognize the impact outsourcing can have on achieving higher level outcomes and societal benefits.
- Alternatively, county/city jails are more likely to select providers based on their ability to operate the food service autonomously, thus allowing them to focus on the core operations of the facility.

# Methodology & Respondent Profile

## METHODOLOGY

Intelliscan Inc. fielded an internet study from May 30th to July 2nd, 2007. 1,272 corrections professionals were contacted, obtaining the following sample:

Job	Facility Type	Total	State Prison	County, Jail	Juvenile	Other
Sheriff		2	0	2	0	0
Jail Administrator		78	7	71	0	0
Jail Commander		8	0	8	0	0
Director of Corrections		8	0	8	0	0
Warden		92	57	33	0	2
Commissioner/Secretary of Department of Corrections		3	1	2	0	0
Other		14	2	11	1	0
<b>Total</b>		<b>205</b>	<b>67</b>	<b>135</b>	<b>1</b>	<b>2</b>

Respondents were invited from ACA databases. The survey invitation list excluded private companies, federal facilities and foreign records and respondents were screened to only include those managing facilities with more than 200 beds.

Responses are weighted to reflect the corrections market. The margin of error for the sample is +/-6.87% and higher for sub-groups.

## INTERPRETATION OF RESULTS

The discussion of the following terms will aid in your understanding of the data contained within this study.

**Top box** refers to the percentage of respondents who chose the highest or top score on a scale. Accordingly, Top 2 box identifies the percentage of respondents who gave one of the highest two or "top two" scores on a scale. In the case of this study, Top 2 box refers to those who chose a response score of 9 or 10 on a 10 point scale.

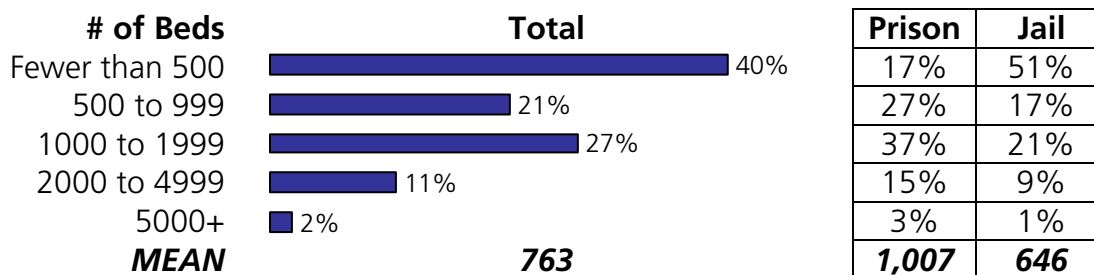
**Factor Analysis** reduces a long series of variables into factors, or groups of variables that move together. In other words, concerns that respondents rated similarly are grouped into factors. In this study, a factor analysis of thirty five importance variables was conducted. Nine factors were identified, seven of which were reliable (Alpha = .7).

# Methodology & Respondent Profile

## RESPONDENT PROFILE

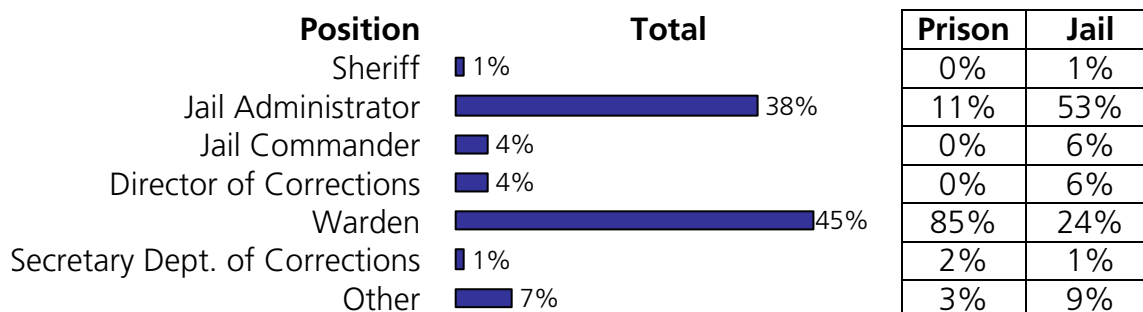
Overall, a representative sample of the corrections market was surveyed.

### Correctional Facility Size: Beds



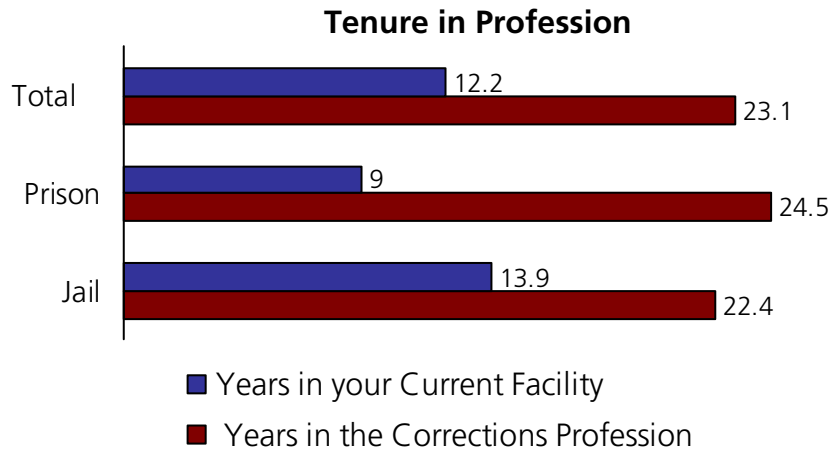
- Among responses state prisons have nearly twice as many beds as jails (1,007 vs. 646 respectively).

### Job Position

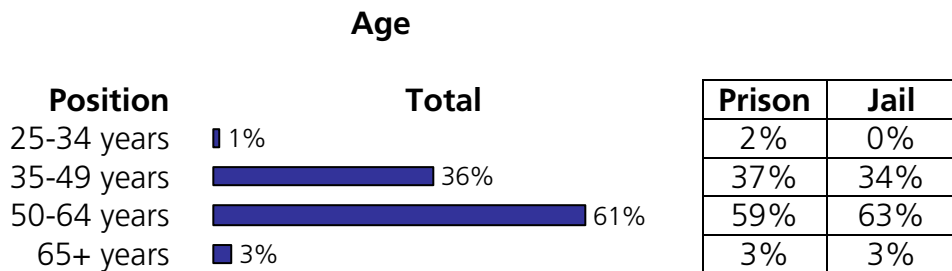


- Among respondents, wardens are more prominently represented among prisons (85%), whereas jail administrators are prevalent in jails (53%).

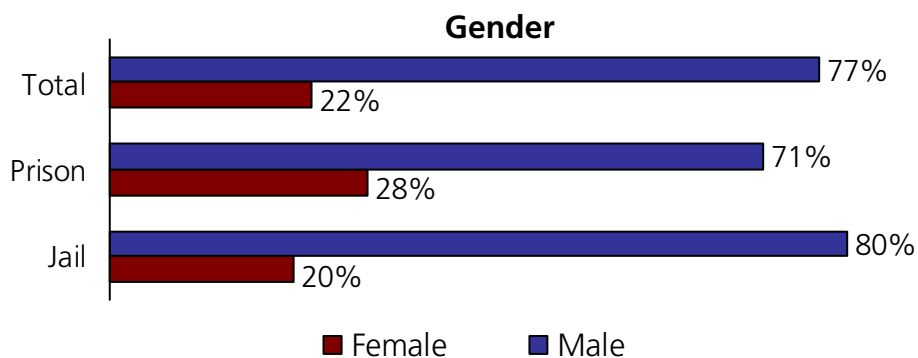
# Methodology & Respondent Profile



- Overall, respondents have been employed in the corrections profession for an average of over twenty years (23.1 years).
- Those working in jails tend to have been employed in their facility longer than those working in state prisons.



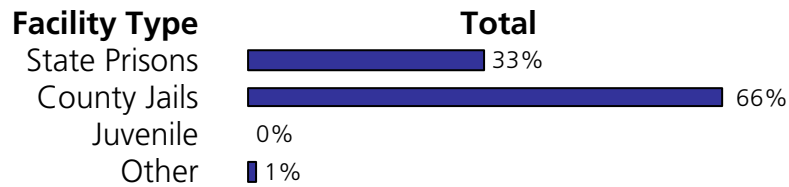
- Nearly two-thirds of respondents are over 50 years old (64%).



- Over three-quarters of respondents are male.

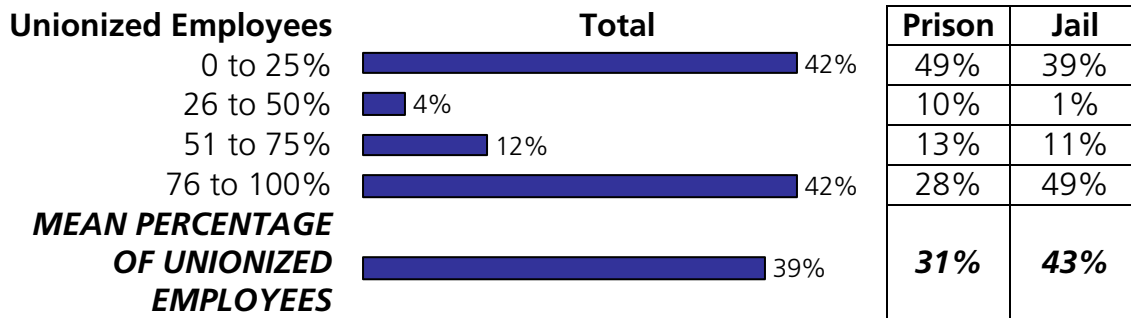
# Methodology & Respondent Profile

## Facility Classification



- This research focused on state prisons and county, city or regional jails with two-thirds of respondents representative of the latter.

## Unionized Workforce



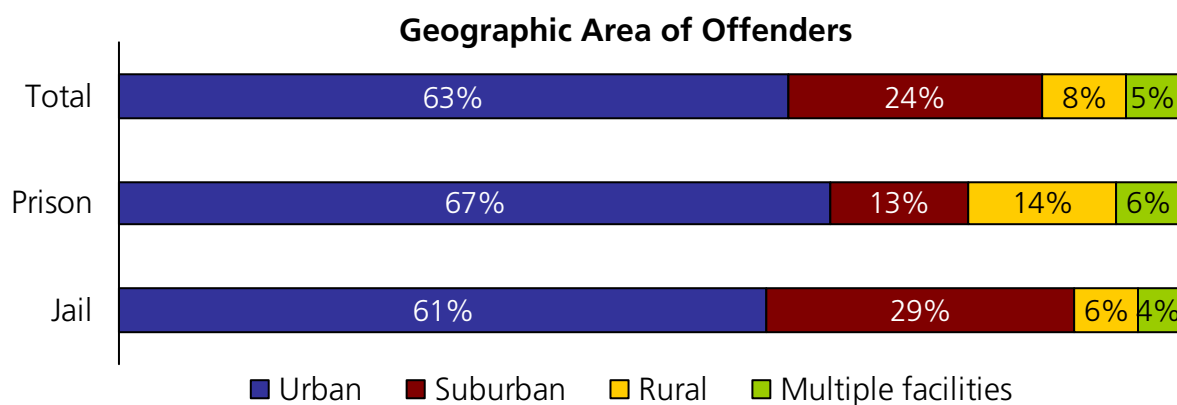
- Union status varies by facility type. Jails are more likely to have a higher percentage of unionized employees (49% are 76-100% unionized). Alternatively, state prisons have less union influence (49% are only 0-25% unionized).

## Methodology & Respondent Profile

### Geographic Location

Facility Location (Top 10 States represented)	Total	Prison	Jail
PA	9%	2%	13%
NJ	8%	0%	11%
VA	5%	4%	6%
NY	5%	4%	6%
FL	4%	5%	4%
MA	4%	2%	6%
MS	4%	2%	6%
SC	4%	4%	4%
WI	4%	6%	3%
OH	4%	5%	3%

- Respondents to this survey were geographically diverse, representing 41 of the 50 US States.



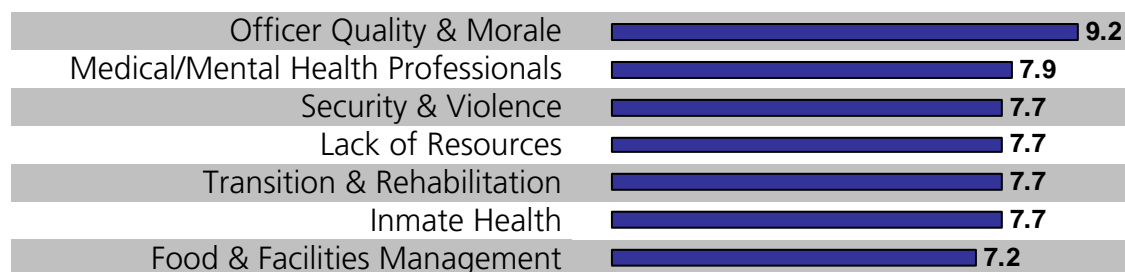
- A majority of respondents manage facilities that hold offenders from primarily urban areas (63%).
- Jails are more likely to have offenders from suburban areas than Prisons (14% vs. 6%).

# High Priority Corrections Concerns

## Factor Analysis

To assist in the interpretation of the 35 concerns faced by corrections professionals that were tested in this study, factor analysis was employed to reduce the variables into a set of seven factor made up of interrelated concerns. The factors are listed with their overall weighted mean score (on a 10-point scale) and named as follows:

### Factors and Weighted Mean Scores



The following sections provide a look into the factors identified above. A more detailed analysis of each factor follows with their sub variables and importance weightings in parenthesis.

## Officer Quality & Morale

Officer retention and recruitment are priorities. The corrections profession is cited as challenging, but one that is necessary and rewarding. Officer “outcomes”, such as security/custody are the “trump card” concerns in facility management.

Corrections professionals face difficulties recruiting and retaining officers which are influenced by factors including: availability of alternative jobs, compensation, benefits, appeal of working in a correctional facility, related career opportunities and the public perceptions of corrections.

Officer retention and recruitment, coupled with security and safety are the most important concerns for professionals, regardless of facility affiliation. The corrections offender population in the United States is growing, and thus so is the need for qualified corrections officers. High turnover rates necessitate the need for a constant focus on recruitment and retention. The pressure surrounding recruitment is only intensified by the emergence of increased security and law enforcement jobs which compete for talent from the same workforce pools as corrections.<sup>1</sup>

<sup>1</sup> A 21st Century Workforce for America’s Correctional Profession. Indianapolis, IN: The American Correctional Association with Workforce Associates, Inc., 1994.

# High Priority Corrections Concerns

## Concerns with Officer Quality & Morale

Officer Concerns (Top 2 Box Very Important, % who answered 9 and 10 on a 10 pt scale)	Officer Concerns			Difference
	Total	Prison	Jail	
Retaining quality officers (.30*)	85%	89%	83%	-6%
Recruiting quality officers (.29)	82%	82%	81%	-1%
Security / custody (.20)	82%	87%	80%	-7%
Officer morale (.21)	64%	68%	61%	-7%

\*Note: the number inside the parentheses is an indexed "importance score". This is the degree to which the factor is explained by that statement. E.g. 30% of the Officer Quality & Morale factor is explained by retaining quality officers.

## Medical/Mental Health Professionals & Costs

Medical concerns abound in the corrections profession. The elimination of mental health facilities in many states has shifted the burden of mental healthcare to correctional facilities. An additional factor that is driving up medical costs is the willingness of inmates or their families to sue for real or imagined deficiencies in in-facility healthcare. Interestingly, this increased healthcare cost has a significantly larger impact among jail administrator concerns compared to prisons.

## Concerns with Medical/Mental Health Professionals

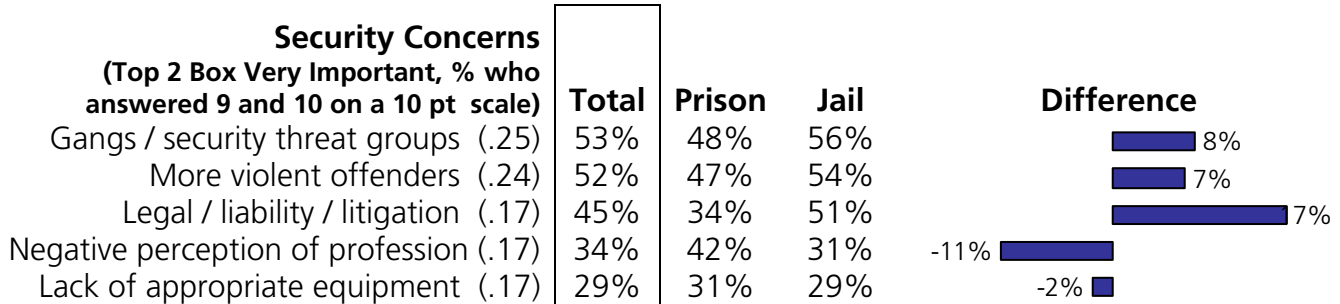
Medical/Mental Health Concerns (Top 2 Box Very Important, % who answered 9 and 10 on a 10 pt scale)	Medical/Mental Health Concerns			Difference
	Total	Prison	Jail	
Increasing costs of medical/healthcare (.25)	57%	50%	61%	11%
Retaining medical/mental health professionals (.38)	46%	47%	46%	-1%
Recruiting medical/mental health professionals (.38)	43%	44%	43%	-1%

## Security & Violence

Security & Violence are pressures associated with increasingly aggressive inmate behavior, and the risk of inmate litigation issues. Corrections professionals' concerns are focused on "today's problems" within the facility, those they must deal with on a day-to-day basis in order to maintain control.

# High Priority Corrections Concerns

## Concerns with Security & Violence

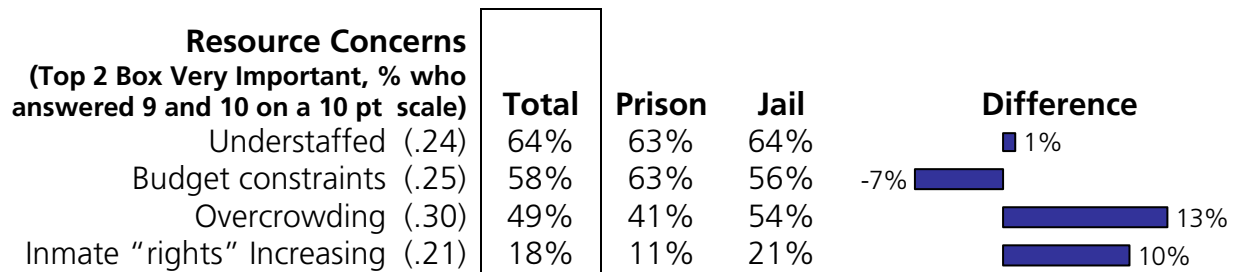


- Concerns that are long-term focused or external tend to be more important for state prisons, such as the negative perception of corrections (42%).

## Lack of Resources

Challenges faced by corrections professionals in their duties of running a facility include the following: pressures associated with growing inmate populations, cost constraints, and rising costs and measures associated with the increased importance given to the protection of inmate's "rights."

## Concerns with Lack of Resources



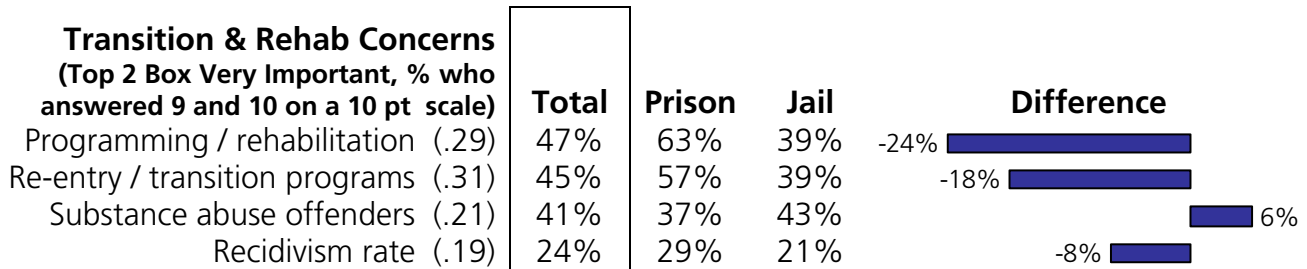
- Areas of priority for county/city jails are in facility concerns reflecting the short-term functionality of jails, including overcrowding (54%).
- Concerns that are longer-term focused or external tend to be less important, such as inmate "rights" increasing (18%), however this is more important for county/city jails than in state prisons (21% vs. 11%).

# High Priority Corrections Concerns

## Transition & Rehabilitation

Respondents from State facilities are more concerned with providing inmates ways to better themselves while in custody so that they can make a smoother reentry into society upon release.

### Concerns with Transition & Rehabilitation

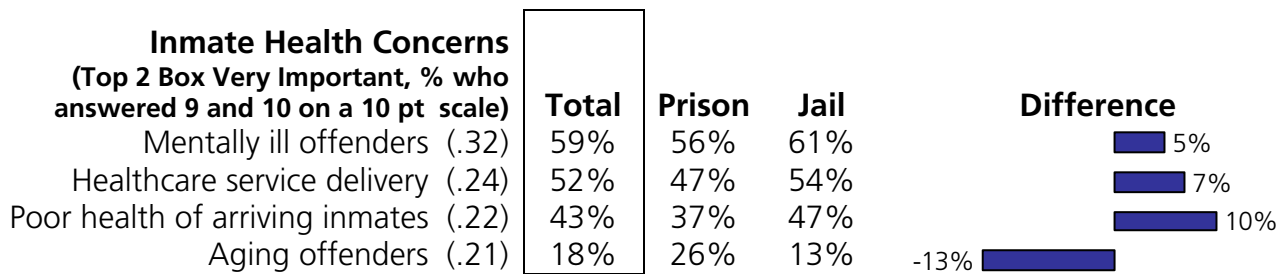


- Concerns that are longer-term focused or external tend to be more important for state prisons, such as rehabilitation (63%), re-entry (57%) which ultimately impact recidivism rates (29%).

## Inmate Health

Many arriving offenders are in poor health. Accordingly, few had adequate healthcare on the outside and may also have chronic conditions requiring expensive care and medication.

### Concerns with Inmate Health



- States and localities share a common concern regarding the volume of and effort required to care for mentally ill offenders (59%).
- County/city jails place a greater degree of concern on inmate medical care delivery than state prisons. Service delivery (54%) and poor health of arriving inmates (47%) are day-to-day concerns.
- Prisons serve a long term role in incarceration and have a greater concern with aging offenders (26%) when compared with county/city jails (13%).

# High Priority Corrections Concerns

## Food & Facilities Management

### Concerns with Food & Facilities Management

<b>Food &amp; Facilities Concerns (Top 2 Box Very Important, % who answered 9 and 10 on a 10 pt scale)</b>	<b>Total</b>	<b>Prison</b>	<b>Jail</b>	<b>Difference</b>
Officer training (.16)	65%	67%	64%	-3%
Facilities management (.23)	54%	56%	53%	-3%
Managing food service (.24)	35%	45%	30%	-15%
Commissary (.24)	10%	14%	7%	-7%
Privatization of operations (.14)	9%	11%	7%	-4%

- Note that while not immediately intuitive, 16% of “Food and Facilities concerns” are explained by Officer training. This is evidence that Officer Concerns are very much influenced by food and facilities.
- Managing foodservice (45%) is a more important concern for State facilities where larger, more permanent populations of inmates are incarcerated.

# High Priority Corrections Concerns

## Factor Correlations Table

In an effort to further explore the interrelatedness of factors, a correlation analysis was performed to understand the degree to which factors explain one another.

There were two sets of factors that were more strongly linked than others:

- Officer Quality & Morale is linked with Food and Facilities Management.
- Security & Violence is linked with Lack of Resources

	<b>Food &amp; Facilities Mgt</b>	<b>Officer Quality &amp; Morale</b>	<b>Security &amp; Violence</b>	<b>Medical/ Mental Health Prof.</b>	<b>Lack of Resources</b>	<b>Transition &amp; Rehab</b>	<b>Inmate Health</b>
Food & Facilities Management	1.000	0.544	0.430	0.303	0.461	0.231	0.415
Officer Quality & Morale		1.000	0.343	0.315	0.444	0.202	0.349
Security & Violence			1.000	0.465	0.542	0.054	0.481
Medical/Mental Health Professionals				1.000	0.326	0.207	0.442
Lack of Resources					1.000	0.096	0.378
Transition & Rehabilitation						1.000	0.297
Inmate Health							1.000

Correlation is significant at the 0.01 level (2-tailed).

It is interesting to note that the two most important concerns with running a correctional facility (officer quality & morale, and medical/mental health professionals & cost) are directly linked to specific areas of investment, namely food service and operational resources.

# Recruitment & Retention Challenges

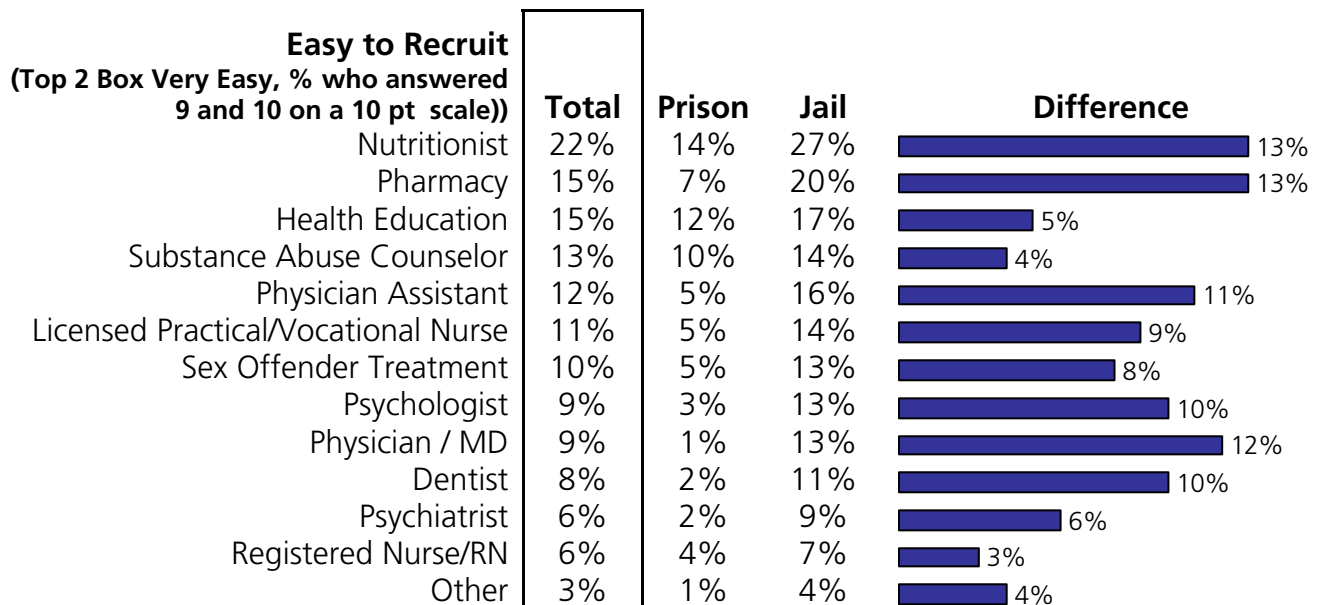
## Medical & Mental Health Professionals

While recruitment and retention of medical and mental health professionals is among the lower medical priorities according to both state prisons and county/city jails, “fewer qualified, skilled workers and a greater demand for people who want to work in public safety [has become] a critical problem for corrections.”<sup>2</sup> The jobs that tend to be the most difficult to recruit and retain for are those that require higher levels of education (i.e. psychiatrist, physician, registered nurse and dentist).

Findings from this study support the 2003 ACA survey. Respondents agreed on the four main reasons for recruiting difficulty: 1) inadequate pay and benefits, 2) burdensome hours and shift work, 3) a shortage of qualified applicants, 4) undesirable location of facilities. They agreed on four main reasons for retention difficulty: 1) demanding hours and shift work, 2) inadequate pay & benefits, 3) stress and burnout, 4) wrong initial selection, employees not suited to the job.<sup>2</sup>

Ultimately, solving for these recruitment and retention challenges is important. “We should never lose sight of the fact that correctional health professionals can help protect the health of communities throughout the country when they address the health concerns of offenders. ...they not only help to curb outbreaks within correctional facilities, but also protect the public from such outbreaks.”<sup>3</sup>

### Recruiting for Medical and Mental Health Positions

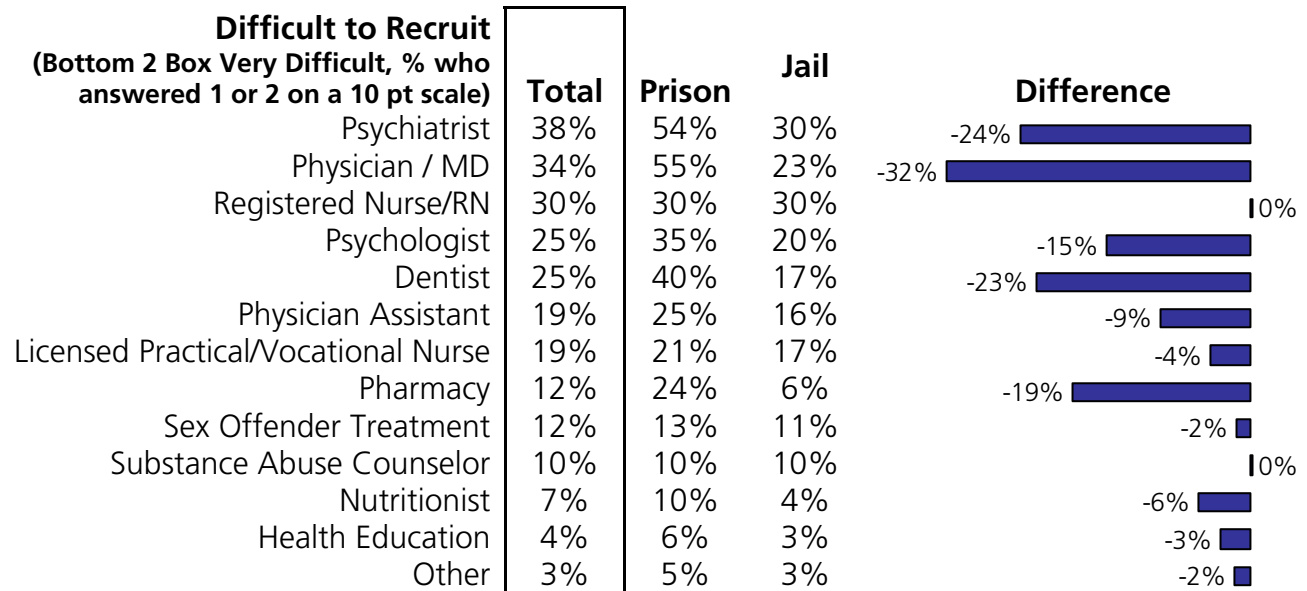


<sup>2</sup> A 21st Century Workforce for America’s Correctional Profession. Indianapolis, IN: The American Correctional Association with Workforce Associates, Inc., 1994.

<sup>3</sup> Gondles, Elizabeth F. Overlooked, Undervalued...Indispensable Correctional Health Professionals Work for the Public Good. *Corrections Today*. July 2006.

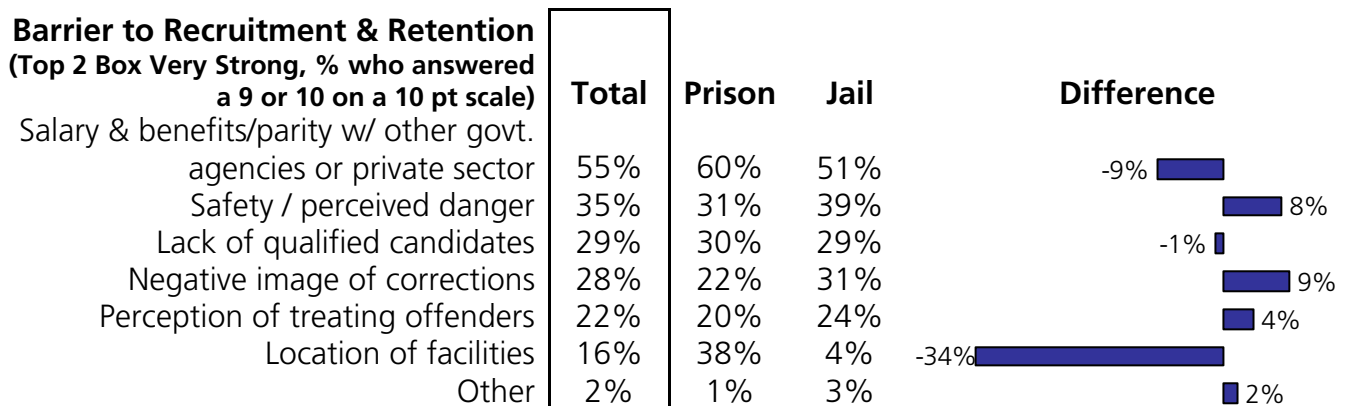
## Recruitment & Retention Challenges

- County/city jails have a much easier time recruiting medical and mental health professionals to work within their facilities than state prisons.
- Overall, the easiest positions to recruit for are nutritionist (22% very easy), Pharmacy (15%), health education (15%) and substance abuse counselor (13%).



- The most difficult jobs to recruit for are Psychiatrist (38% very difficult), Physician/MD (34%), Registered Nurse (30%), Psychologist (25%) and Dentist (25%).
- State prisons are much more challenged to fill Psychiatrist, Physician, Dentist and Pharmacy jobs in comparison to city/county jails

### Recruitment and Retention Barriers



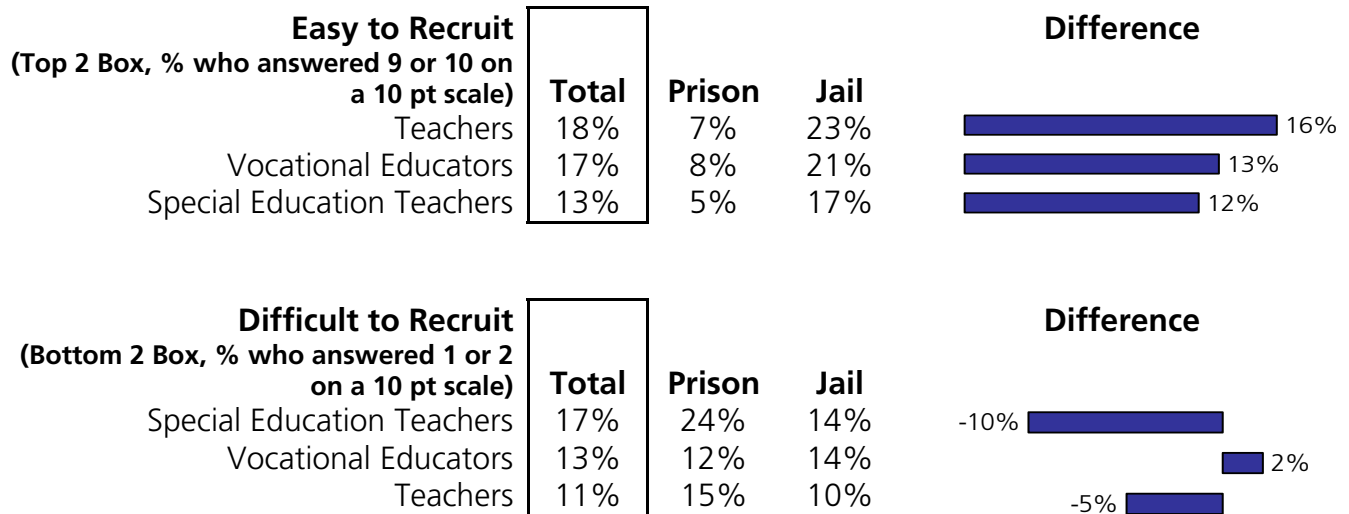
# Recruitment & Retention Challenges

- Overall, offering salary and benefits that are on parity with other government agencies or the private sector is the biggest barrier to recruitment and retention within both state prisons and county/city jails (55% very strong barrier).
- Facility location is the second biggest barrier for recruitment and retention in state prisons (38% very strong barrier), but only a minor barrier for county/city jails (4% very strong barrier).

## Offender Education Professionals

Even though offender education professionals are an easier group of employees to recruit and retain, the same challenges exist. State prisons struggle more than county/city jails when it comes to recruitment of teachers and educators. Competitive salaries and safety are the main reasons driving lower recruitment and retention.

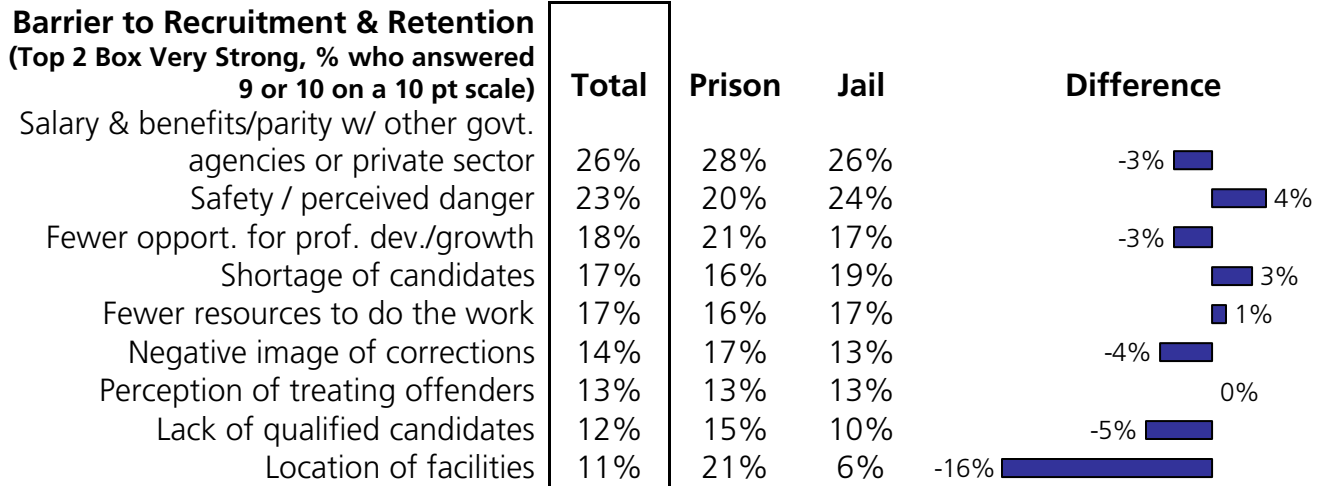
### Recruiting Offender Education Professionals



- Overall, offender education professionals are not very difficult to recruit, especially when compared to medical and mental health professionals.
- Among respondents in the county/city jails, both teachers and vocational educators are rated by nearly one-quarter of the respondents as very easy to recruit (23% and 21% respectively).

# Recruitment & Retention Challenges

## Recruitment and Retention Barriers



- As with medical and mental health professionals, the greatest barrier in recruitment is salary and benefits parity with other agencies or the private sector (26% very strong barrier).
- Location of facility continues to be a big differentiator; the third strongest barrier for state prisons at 21% very strong and the lowest barrier for county/city jails at 6% very strong.

## Attitudes & Perceptions

While outcomes like recidivism are less important today within the facility, corrections professionals still believe it should be a major focus of the profession (42% strongly agree). Nearly half of state prisons respondents (47%) agree that more focus is needed to achieve lower recidivism and better re-entry. Statistics show that “more than 95 percent of prison inmates will at some point return to the community. More than half of these released offenders will fail in making a successful transition back to the community and will return to jail or prison.”<sup>4</sup> “Increasingly, there is talk about not just being ‘tough’ on crime, but being ‘smart’ about crime. It is smart to prepare offenders to return to society as law-abiding citizens. If they do not, we all pay, either directly as victims or indirectly as taxpayers.”<sup>5</sup>

Corrections professionals acknowledge that negative publicity outweighs the good (overall 45% strongly agree). Interestingly, respondents tend to think positively about their facility, as they strongly agree that their facility is innovative (31% strongly agree), has a positive image (30%), fosters positive relationships (30%) and offers positive work environments (28%).

### Strongest Agreement

Agreement Statements (Top 2 Box Strongly Agree, % who answered 9 or 10 on a 10 pt scale)	Total	Prison	Jail	Difference
The only time you hear about corrections in the media, it is negative publicity. You never hear about the good things we do for society.....	45%	40%	47%	7%
I believe the corrections profession as a whole needs to focus more on providing the right portfolio of programs to achieve better re-entry and lower recidivism.....	42%	47%	39%	-8%
Every decision in corrections today is too driven by the need to reduce costs. The cost control pressures impede me from making the best decisions for my facility.....	32%	30%	33%	3%
Our facility is quick to adopt new and innovative programs.....	31%	34%	29%	-6%
My facility has a positive image in the community.....	30%	42%	24%	-18%
There is a positive relationship between correctional officers and management at my facility.....	30%	35%	27%	-8%
I would describe the work environment in my facility as very positive.....	28%	32%	27%	-5%

<sup>4</sup> Beard, Jeff. The Complex Problem of Offender Reentry. *Corrections Today*. April 2005.

<sup>5</sup> Dennehy, Kathleen M. Offender Programming: A Smart Investment for Society. *Corrections Today*. December 2006.

# Outsourcing Outlook & Practices

## Weakest Agreement

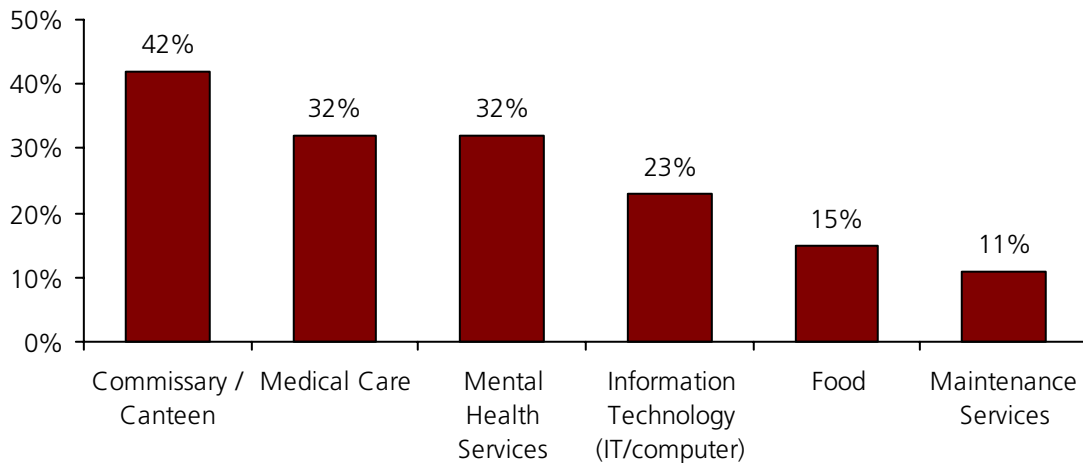
Agreement Statements (Top 2 Box Strongly Agree, % who answered 9 or 10 on a 10 pt scale)	Total	Prison	Jail	Difference
Providers of outsourced services are only concerned about making a profit, not in the serving the best interest of the public.....	19%	18%	20%	2%
I would prefer to self-operate all of our operations to avoid any conflict with the security objectives of my institution.....	19%	24%	16%	-8%
There are no other facilities with the unique set of challenges we face. Any solutions we implement have to be tailored to our needs.....	17%	24%	14%	-10%
I prefer not to outsource because it means jobs will be taken away from loyal people in my facility.....	13%	11%	14%	3%
Dealing with outsourced providers is a headache I wish I didn't have to deal with.....	12%	9%	13%	4%
Corrections needs to be focused more on safety, security and staff and less on distracting elements of facility, maintenance, healthcare, food, etc.....	12%	8%	14%	7%
You believe that operational costs can be reduced significantly without negatively impacting service levels.....	12%	8%	13%	4%
There is significant value in having a single provider to meet multiple facility needs.....	10%	14%	7%	-7%
I believe that outsourcing is a good strategy for reducing risk/liability.....	10%	3%	13%	10%
Outsourcing is a good way to bring expertise and knowledge of best practices.....	10%	5%	11%	6%
Outsourcing non-core activities can improve officer morale and job satisfaction.....	6%	2%	9%	6%

- State Prisons, more so than county/city jails, believe that their facilities have a positive image on the community (42% vs. 24% strongly agree).
- State prisons believe that the challenges they face are unique and that solutions must be tailored to them much more than county/city jails (24% vs. 14% strongly agree).
- While many respondents think of their facility as “quick to adopt” new and innovative programs (31%), few have come to view outsourcing as an effective source of innovative solutions and achieve organizational outcomes such as increasing officer morale or reducing risk.

## Internal vs. Outsourcing

Corrections professionals see a clear delineation between the services that are best outsourced verses those that they believe can be performed better internally. Respondents feel that outsourcing would be best used for commissary / canteen (42% say outsource can do better). Conversely, they believe that food and maintenance services can be operated better, utilizing internal resources (15% and 11% outsourcing can do better).

**Internal vs. Outsource:  
Outsource Can Do Better (Top 2 Box)**



### Service Type

Service Type	Total	Prison	Jail	Difference
Commissary / Canteen	42%	18%	56%	38%
Medical Care	32%	23%	37%	14%
Mental Health Services	32%	24%	36%	11%
Information Technology	23%	25%	21%	-4%
Food	15%	3%	21%	18%
Maintenance Services	11%	5%	14%	10%

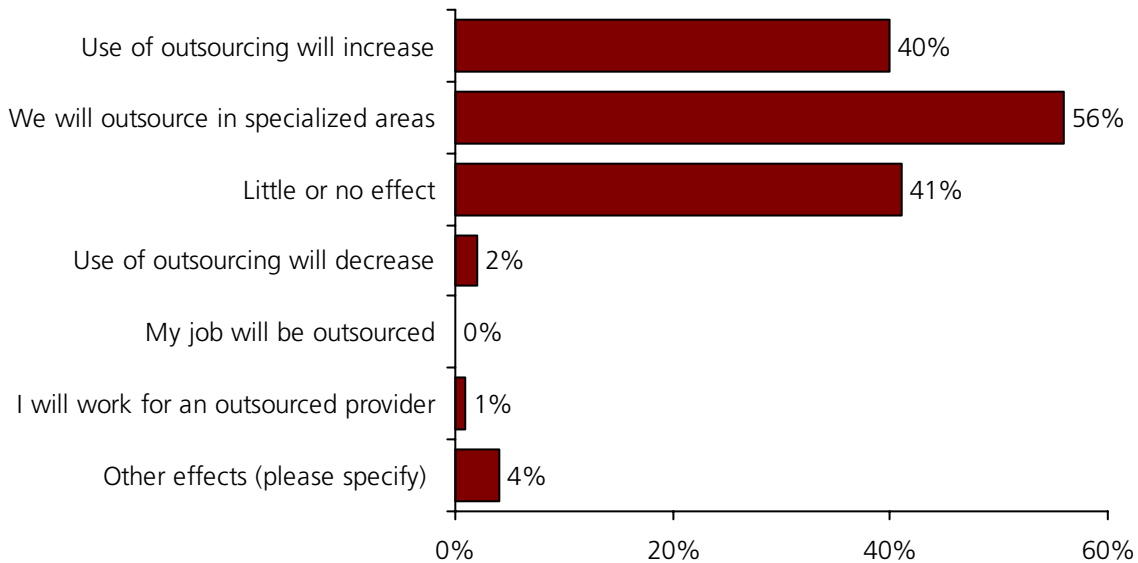
- County/city jails feel more strongly than state prisons that most services can be performed better if outsourced, with the exception of IT/computer services (21%).
- Among county/city jails, over half (56%) believe commissary services can be performed better if outsourced verses self-operated.
- Fewer State-level respondents assign an advantage to outsourcing food & maintenance services than any other service (only 3% and 5% say outsource can do better).

# Outsourcing Outlook & Practices

## Looking Ahead

There is a clear trend toward outsourcing within the next five years (stated by 96% of respondents) with only 2% saying that outsourcing will decrease. Despite this trend, 41% believe they won't be affected personally as a result over the next five years. Additionally, corrections professionals are not at all concerned with losing their jobs to outsourced providers (0% state that their job will be outsourced).

**Outsourcing in Five Years**



**Outsourcing in Five Years**

	Total	Prison	Jail	Difference
Use of outsourcing will increase	40%	45%	37%	-8%
We will outsource in specialized areas	56%	56%	57%	1%
Little or no effect	41%	40%	41%	1%
Use of outsourcing will decrease	2%	5%	1%	-3%
My job will be outsourced	0%	1%	0%	-1%
I will work for an outsourced provider	1%	3%	0%	-3%
Other effects	4%	5%	3%	-2%

- Both state prisons and county/city jails equally believe that they will outsource in specialized areas; however, state prisons envision a lot more outsourcing in general verses county/city jails (45% outsourcing will increase vs. 37%).

# ***Evaluation of the Outsourcing Alternatives***

## **Outcomes**

The most critical benefits that corrections professionals look for when considering outsourcing is that the provider truly understand the unique requirements of working in corrections (73% very important), including the importance of security and complying with protocols (72% very important). In addition, a provider must maintain open channels of communication with the facilities management on staff at the correctional facility (70% very important).

Corrections professionals also want their outsourced provider to be professional and manage to all the levels of compliance that are critical in a corrections environment including regulatory requirements, food and safety standards and ACA standards (66% to 69% very important).

### **Potential Benefits of Outsourcing**

<b>Outsourcing Benefits (Top 2 Box Very Important, % who answered 9 or 10 on a 10 pt scale)</b>	<b>Total</b>	<b>Prison</b>	<b>Jail</b>	<b>Difference</b>
Understands the unique requirements of working in a Correctional environment.....	73%	74%	71%	-3%
Understands the importance of security at your facility and complies with all protocols.....	72%	76%	69%	-8%
Consistently and proactively communicates with your facility management.....	70%	75%	67%	-8%
Provides the highest quality service in a professional and responsive manner.....	69%	74%	66%	-8%
Provides documentation to prove regulatory compliance.....	69%	71%	67%	-4%
Maintains the highest sanitation and food safety standards.....	69%	73%	66%	-8%
Helps you comply with all regulatory requirements.....	68%	71%	67%	-4%
Follows ACA standards.....	66%	68%	64%	-4%
Efficient and effective management.....	62%	62%	61%	0%
Hires, trains and manages the best people to achieve the best foodservice for your facility.....	62%	61%	61%	0%
Complies flawlessly to the nutritional and operational requirements outlined in the service contract.....	62%	61%	61%	0%
Operates in a way that makes your facility look good in the media and in the community.....	61%	60%	61%	2%
Honest, reliable and trustworthy partner, providing greater peace of mind.....	59%	63%	56%	-8%
Brings guidelines and standards that ensure consistent service, minimizing risk to your inmates, employees and to the facility...	58%	59%	57%	-2%
Is a true partner that works shoulder to shoulder with you to help you achieve your facility's organizational objectives.....	56%	61%	53%	-8%
Understands and customizes services to meet the unique goals and challenges at your institution.....	55%	59%	51%	-7%

# Evaluation of the Outsourcing Alternatives

## Potential Benefits of Outsourcing (Continued)

<b>Outsourcing Benefits (Top 2 Box Very Important, % who answered 9 or 10 on a 10 pt scale)</b>	<b>Total</b>	<b>Prison</b>	<b>Jail</b>	<b>Difference</b>
Offers programs to control inmate behavior.....	55%	59%	51%	-7%
Manages to budgets and minimizes costs to achieve your financial objectives.....	54%	56%	53%	-3%
Enhances the workplace environment for officers resulting in higher CO satisfaction, productivity and retention.....	50%	65%	41%	-23%
Provides a comprehensive array of services to help consolidate your vendor base.....	49%	47%	49%	1%
Based on decades of experience, understands the unique challenges associated with providing services in the correctional environment.....	48%	50%	46%	-4%
Operates the food service autonomously allowing you to focus more attention on your core responsibilities.....	43%	40%	44%	4%
Is an innovator that brings solutions that help you achieve better re-entry and lower recidivism.....	41%	47%	37%	-10%
Is the leading outsourcer of inside-facility services to correctional institutions with more experience and unmatched resources.....	33%	37%	31%	-6%

- State prisons rate the benefits that could be associated with using an outsourced provider more important than county/city jails, especially when it comes to achieving higher level outcomes and societal benefits.
- In particular, state prisons feel that enhancing the workplace environment to improve organizational outcomes such as satisfaction, productivity and retention is a much more important benefit of outsourcing than county/city jails (65% vs. 41% very important).
- Additionally, helping to achieve better re-entry and lower recidivism is a more important benefit of outsourcing according to state prisons (47% vs. 37% very important).
- Alternatively, county/city jails are more likely to rate operating the food service autonomously as more important than state prisons (44% vs. 40% very important).