



Interstate Commission for Adult Offender Supervision

Improving and Unifying Adult Offender Supervision

September 27, 2023

Dear Commissioner,

The Executive Committee is pleased to provide you with the fiscal year 2023 Annual Report for the Interstate Commission for Adult Offender Supervision. The report shows the Commission's efforts toward meeting its goals and how you have contributed to public safety. It makes available important recent and historic trends in data, documents the Commission's financial condition, provides an update on Compact operations, and keeps you informed on the status of important Commission projects.

Article V of the Compact Statute requires the distribution of this report to your Governor, Legislatures, Judiciary, and State Councils. The ICAOS national office appreciates your assistance in circulating the report to these individuals in your state. Should you need additional copies to disseminate to other persons, please do not hesitate to contact the national office.

We hope you find this report useful and interesting. The Commission's success depends on your support and commitment to the Compact.

Respectfully,

Ashley H. Lippert
Executive Director



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Annual Report

FISCAL YEAR TWENTY TWENTY-THREE



Interstate Commission for
Adult Offender Supervision

20 Years

The Interstate Commission for Adult Offender Supervision will guide the transfer of offenders in a manner that promotes effective supervision strategies consistent with:



Public safety



Offender accountability



Victims' rights





Letter from the Chair

Mary Kay Hudson (IN)

It has been an incredible 20 years for the Commission, and we could not be prouder of all that we have achieved. From the implementation of groundbreaking policy initiatives to the successful execution of our overall mission, the Commission has continuously strived to make a positive difference in our community.

We are committed to continuing the work we have begun but also to taking on new tasks and embracing innovative ideas. Together, we stand ready to do remarkable things over the next 20 years thanks to the dedication of professionals throughout each state and the support of our National Office staff.

Our mission is to promote public safety, accountability, and victims' rights. Through this pursuit, we ensure a single standard of supervision for individuals, allowing for their seamless and successful transfer. Ours is a comprehensive system of oversight and enforcement that ensures consistent and uniform supervision of individuals, regardless of state or authority.

This report marks an important milestone – the 20th anniversary of the Commission's work in providing essential services to individuals under community supervision. It also tells the story of our most recent year. Through these pages, I am pleased to present this detailed overview of the significant projects and initiatives undertaken over the past year.

Migrating ICOTS to a new hosting environment has been a top priority for the Commission. We have also created several new reports to improve and manage compliance performance. In addition, we have prioritized training needs, reaffirmed the importance of data integrity measures, and provided improved resources for families and supervised individuals. Moreover, we have acted on research findings from the Compact study, setting a course for the future.

As we continue our journey together, I am honored to lead ICAOS. Our Executive Committee is full of vision and passion for the Commission, and I am excited to see what the future holds for us. With the hard work and dedication of our colleagues, ICAOS has the potential to make a lasting impact on our field, on those we supervise, and on those we protect.

As we move forward, we must maintain not only our focus but also our connection. Our ability to work together is the key to our success. My sincere hope is that we all remain as committed to one another as we are to our shared purpose.

Best Regards,

Mary Kay Hudson, Chair



Gary Roberge
(CT) Treasurer



Mac Pevey
(WA) Vice-Chair



Jeremiah Stromberg
(OR) Past-Chair

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Executive Committee

Mary Kay Hudson (IN), *Chair*

Mac Pevey (WA), *Vice-Chair*

Gary Roberge (CT), *Treasurer & Finance
Committee Chair*

Jeremiah Stromberg (OR), *Past-Chair*

Dale Crook (VT), *East Region Chair*

Amy Vorachek (ND), *Midwest Region Chair*

Julie Kempker (MO), *South Region Chair*

Taryn Link (AK), *West Region Chair*

Sally Kreamer (IA), *Compliance Committee Chair*

Suzanne Brooks (OH), *DCA Liaison Committee Chair*

Chris Moore (GA), *Information Technology
Committee Chair*

Susan Gagnon (ME), *Rules Committee Chair*

Joselyn López (WI), *Training, Education & PR
Committee Chair*

John Gillis (NOVA), *National Victims' Representative*



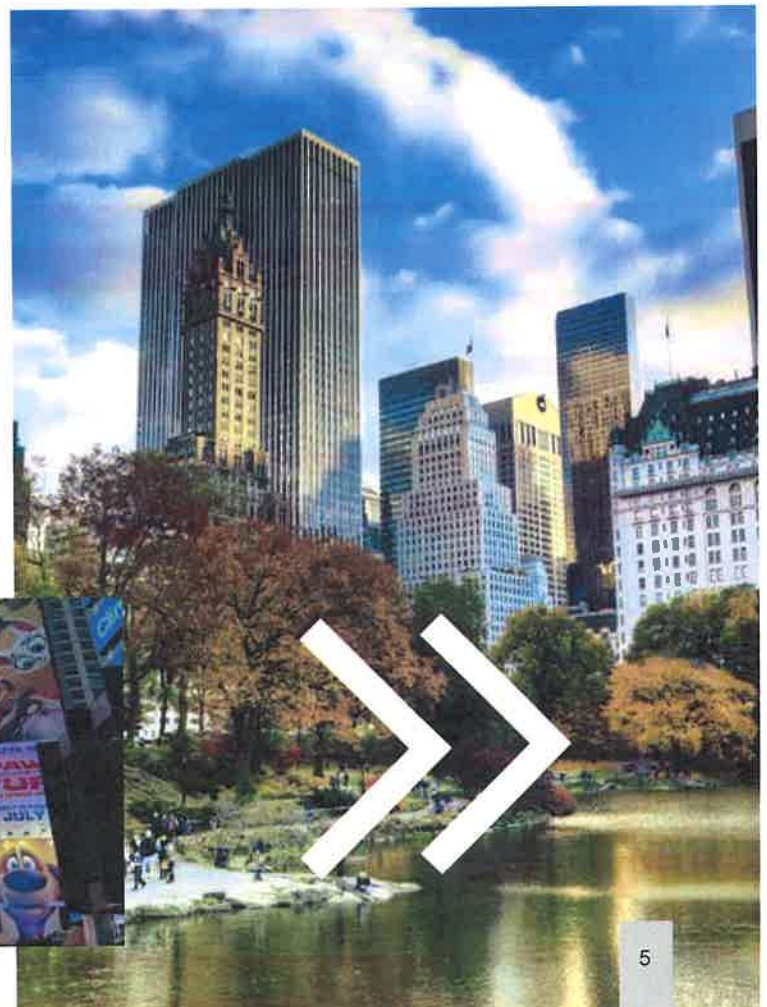
FY2023 in Review

The 2022 Annual Business Meeting in New York City, NY was an incredible event! With over 145 people in attendance, it was an excellent opportunity to celebrate the Commission's twentieth anniversary. Recognizing the Commission's accomplishments in addition to addressing current challenges gave everyone a sense of purpose while sharing best practices motivated members to continue striving for excellence.

The first in-person DCA training institute in four years provided attendees with an in-depth insight into the outcomes from the FY2022 transfer audit as well as the varying ways in which states utilize tolling. DCAs left the institute equipped for success when communicating with other states or educating their stakeholders.

The meeting also featured personal accounts from crime victims who highlighted the significance of a victim-centered approach in corrections and how the Compact's work impacts victims and the community. Later, attendees watched a Compact documentary titled "The Road Home" featuring supervised individuals and their experience transferring through the Compact. Also, a research study that examined the Compact's success in fulfilling its mission and purpose was presented.

The meeting concluded with the election of new officers. Mary Kay Hudson (IN) was elected as the new chair, Mac Pevey (WA) as the vice-chair, and Gary Roberge (CT) as the returning treasurer of the Commission.



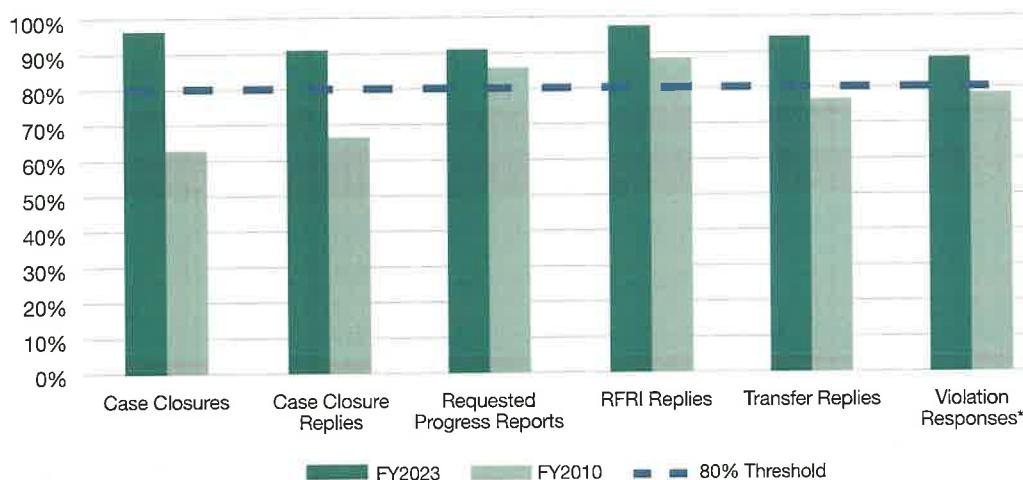
Two Decades, One Mission: A Retrospective

Twenty years ago, ICAOS took its first steps toward building a better Compact. Looking back, it was a bold and necessary step to help protect the public, better serve communities, and seek better outcomes for supervised individuals.

This milestone would not have been possible without the hard work and dedication of our Commission members. We would like to express our appreciation for all the contributions made over the last two decades and invite you to join us in celebrating our collective accomplishments.

In 2011, the Commission established a rigorous compliance audit program that focused on Rule compliance and involved all 53 member states and territories. See how states have improved their national averages since the beginning of audits and the collection of ICOTS data by reviewing the included retrospective charts.

Compliance Rates – Then vs Now



The Road Home – The Reality of Interstate Transfers



The Annual Business Meeting marked the conclusion of a two-year partnership between ICAOS and the National Institute of Corrections to produce a documentary. The documentary screening was a highlight of the annual business meeting.

The film is a must-watch among corrections officials, offering compelling insight into the experiences of adults on probation or parole navigating the interstate transfer process. It has been viewed several thousand times since its initial release.

Attendees participated in a post-premiere question and answer session with the director and some of the individuals interviewed for the film. The documentary and the subsequent discussion encouraged reflection on the challenges and rewards of community supervision. One commissioner was particularly moved, stating that the film served as a poignant reminder of why she takes pride in the Compact.

<https://interstatecompact.org/documentary/the-road-home>

Verifying Success: Better Communication, Better Outcomes

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The Commission presented at the American Probation and Parole Association's summer and winter training institutes in FY2023. These trainings stressed the value of effective communication and the direct influence of accurate verification on outcomes. Participants learned that everyone benefits when states document positive family relationships and other indicators of successful supervision such as financial support and access to resources or treatment programs.

Communication, Cooperation, Coordination – Your Dashboard to Success

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The Interstate Compact Offender Tracking System (ICOTS) collects an enormous amount of information about supervised individuals; however, it also captures business process and workload information that agencies may use to improve operations. Every data entry has an audit trail which managers can use to troubleshoot inefficiencies and bothersome business practices. The DCA Liaison Committee started the DCA Dashboard program to help compact offices utilize the data available in ICOTS to make informed decisions. In FY2023, over 400 people attended sessions on the Transfer Decision and Warrant Status dashboards as part of the ongoing DCA dashboard training program. Deputy compact administrators and staff shared resources and best practices, including a tip sheet for transfers and warrant management strategies.

20
Years »

Commission Awards



Executive Chair Award,
Joselyn López (WI),
Commissioner



Executive Director Award,
Mark Patterson (OR), Deputy
Compact Administrator



Peyton Tuthill Award,
John Gillis (NOVA),
Victims' Advocate

Ex Officio Partners

American Jail Association (AJA)

American Probation and Parole Association (APPA)

Association of Paroling Authorities International (APAI)

Association of Prosecuting Attorneys (APA)

Conference of Chief Justices (CCJ)

Conference of State Court Administrators (COSCA)

International Association of Chiefs of Police (IACP)

Interstate Commission for Juveniles (ICJ)

National Association for Public Defense (NAPD)

National Association of Attorneys General (NAAG)

National Association of Police Organizations (NAPO)

National Conference of State Legislatures (NCSL)

National Criminal Justice Association (NCJA)

National District Attorneys Association (NDAA)

National Governors Association (NGA)

National Institute of Corrections (NIC)

National Organization for Victim Assistance (NOVA)

>> FY2023 in Review

The Optimum Solution for ICOTS

Following a request for proposal process, the Commission selected Optimum Technology to migrate ICOTS to a new hosting environment. With their expertise in large-scale system developments & criminal justice projects, Optimum Technology offered a comprehensive solution for migrating ICOTS by the fall of 2023.

The ICOTS migration is the Commission's largest technology project since ICOTS' launch in 2008.

Navigating with Confidence

The Commission released a new resource in FY2023 to assist supervised individuals and their families navigate the interstate transfer process. Since its release, the new resource has been viewed over 15,000 times.

The new tool answers frequently asked questions while also providing a step-by-step means to determine if someone meets the Compact's eligibility criteria. Visitors can also learn how to initiate the transfer process, what to expect either during the investigation or after approval, and how to contact a state's Compact office.

You can Navigate the Compact here: <https://interstatecompact.org/resources/transferring-your-supervision>

The Commission has evolved over time into a mature organization with strong transfer management and data analysis capabilities. These improvements have had a significant impact on response and processing times for Compact supervision and have clearly aided states in their efforts to ensure safe, efficient, and effective supervision. **note – Since no violation data existed in 2010, the earliest data available for analysis is from 2014.*

(Rounded to Nearest Tenth)	FY2010	FY2023	% Change Over Time
Individuals on Compact Supervision – Incoming	113035	110244	-2.5%
Individuals on Compact Supervision – Outgoing	113149	110736	-2.1%
Total Acceptance Rate	78.4%	80.3%	1.9%
Discretionary Acceptance Rate	63.2%	66.9%	3.7%
Transfer Reply Time in Days	31.8	22.7	-28.8%
Business Days to Send Reporting Instructions	2.0	0.8	-57.9%
Case Closure Compliance	63.2%	96.2%	33.0%
Case Closure Average Days to Send Notice	32.6	2.6	-92.1%
Notice of Arrival Sent in Days (after NOD)	42.3	9.7	-77.1%
Transfer Requests Processed	91213	87099	-4.5%
RFRI-Reply Compliance	87.5%	97.5%	11.5%
Transfer Reply Compliance	76.7%	94.5%	23.2%
Transfer Reply Average Days to Investigate	31.8	22.7	-28.6%
Offender Deletions	3268	4295	31.4%
Offender Merges	4770	117	-97.5%
Progress Reports Sent	84409	94401	11.8%
(Rounded to Nearest Tenth)	FY2014*	FY2023	Percentage Change Over Time
Violation Response Time in Days	7.5	6.1	-19.3%
Number of Violation Responses	24641	10975	-55.5%
Violation Response Compliance	78.3%	88.0%	10.3%

Verifying Data Integrity

The ICOTS Privacy Policy outlines how information is collected, shared, and stored ICOTS, as well as the state's duties for guaranteeing the accuracy of that information. For these reasons, the Commission focused its audit efforts in FY2023 on ICOTS data integrity, examining states' compliance in a variety of areas such as demographic data and photos, as well as addressing junk profiles, rejected cases, and offenders awaiting retaking.

The audit revealed that states have improved their demographic data entry and photo uploads, meeting policy standards. However, there was still room for improvement concerning how states manage junk profiles, rejected cases, and offenders awaiting retaking. The outcomes of those assessments prompted the Commission to re-audit states with inadequate performance in FY2024.

The National Office has created a retaking management dashboard to assist states in their efforts to maintain data integrity. It provides a snapshot of data on the number of ICOTS profiles with active warrants, the number of individuals retaken and transferred, and the number of offenders awaiting retaking for incoming and outgoing cases. Additionally, the Commission now sends commissioners automated emails biannually that provide statistics on retaking and transfer acceptance.

Measuring Progress: Mission Possible

As the Commission approached its twentieth anniversary, its leaders asked the question, "Are we meeting our mission and goals?" Given its importance, the Commission engaged the University of Cincinnati Corrections Institute to conduct an in-depth look into the Commission's organizational framework, revealing key areas of progress and areas for improvement.

Data analysis and surveys were conducted with over 3,600 Compact office and field staff, as well as one on one interviews with both staff and supervised individuals. Results indicated that 73 percent of respondents found the Compact was serving its intended purpose.

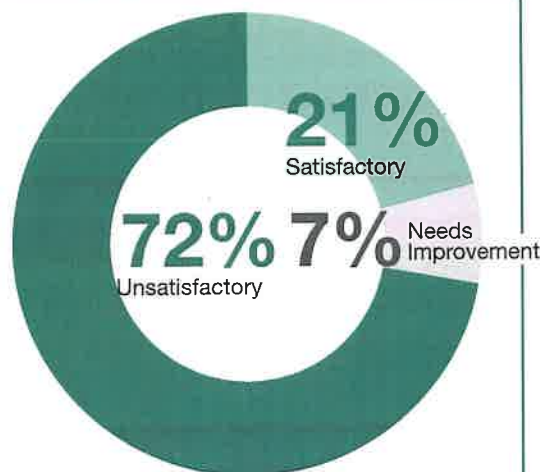
The comprehensive report will continue to offer value. It will assist the Commission in making informed decisions and creating meaningful change for years to come.

The full study and executive summary are available online at: https://interstatecompact.org/sites/default/files/2022-09/UCCI_Final_Report_2022.pdf

Audit Performance - Rejected Case Management



Audit Performance - Retaking Case Cleanup



Well Warranted Progress

In 2019, the Commission partnered with SEARCH on a Justice Reinvestment Grant from the Bureau of Justice Assistance to establish a notification service that queries the NCIC supervised release and warrant files. Kansas and Arizona are currently in final testing for the service with Ohio to follow soon.

Milestones



2002

The modern Interstate Commission is born.

- Thirty-five states adopt the ICAOS Compact in June.
- Governing body meets for the first time in Scottsdale, AZ.
- Transition rules, bylaws, and the first budget of \$1.017 million were adopted.
- First general counsel and victims' representative named.

2003

Administrative firsts.

- First executive director, Don Blackburn, hired.
- First annual report published.
- First Annual Business Meeting held in Little Rock, AR.

2004

Training, communicating, and meeting challenges.

- First training session on ICAOS Rules occurs.
- Commission resolves first formal dispute between states.
- ICAOS' first website launched.

2005

Strengthening our membership.

- Massachusetts becomes the last state to join the Compact.
- First ad hoc committee to examine sex offender issues established.
- First bench book developed for courts.
- The Commission wins landmark court cases – Commonwealth of Pennsylvania Board of Probation and Parole v. Interstate Commission for Adult Offender Supervision; Interstate Commission for Adult Offender Supervision v. Tennessee Board of Probation and Parole.

2006

Opportunities for DCAs evolve.

DCA Liaison Committee was established as a standing committee to ensure communication and training.

2007

New leadership brings new opportunities.

- Second executive director hired, Harry Hageman.
- Online training curricula implemented with self-paced training for staff and field officers.
- Budget approved to fund national offender tracking system.

2008

Realizing a shared dream.

- National data system (ICOTS) launched with first national accounting of individuals on supervision.
- 103,420 legacy cases and 110,507 active cases processed by 2009.
- 30,225 active users

2009

Audit standards adopted.

Commission established a uniform audit program to ensure compliance with ICAOS Rules.

2010

Tools expand while Rules are refined.

- First public access to ICOTS for victims and law enforcement established.
- Ad hoc Committee on Violations and Retaking leads to the end of ordering voluntary return of violent crime offenders.
- First DCA training institute held.

2011

Fiscal stability promoted.

- ICOTS HelpDesk taken in-house, resulting in \$100,000 savings.
- Long-term investment portfolio established.



2012

Expanding learning opportunities.

- New learning management system and trained 20,000 staff.
- Up to 13 states offer continuing legal education credit for ICAOS training.

2013

Building relationships.

- FBI Ndex data project established to send Compact information to the FBI.
- New DCA mentoring program developed to pass valuable knowledge throughout the Compact.

2014

Dashboarding promotes awareness.

Compliance dashboards launched to enable users to view state compliance on eight standards at-a-glance.

2015

Burgeoning compliance.

The national average in dashboard categories exceeds 80 percent, leading the Commission to alter audit plans and focus on specific challenges such as the discretionary transfer rejection rate.

2016

Stepping out on our own.

The Commission ends its affiliation with the Council of State Governments to mitigate rising expenses and in recognition of the Commission's independent capacity to meet its mission.

2017

New leader – consistent vision.

- Third executive director, Ashley Lippert, hired.
- Ad hoc committee evaluated risk assessment tools and standards implementation within the Compact.
- A single standard of supervision for probationers and parolees on Compact supervision is implemented.
- Behavior requiring retaking replaces the three-strike rule.
- Data quality and adherence to the ICOTS Privacy Policy is audited.

2018

Empowering voices.

In recognition of the important role of deputy compact administrators and to facilitate more direct communication of issues affecting the Commission, a DCA is chosen to chair the DCA Liaison Committee.

2019

Warranted reviews and streamlined resources.

- FY2020 Warrant Issuance Audit performed, examining state procedures for issuing Compact-compliant warrants for retaking.
- Warrant issues include scarce resources, inadequate system access, insufficient verification, and varied stakeholders.
- Comprehensive Online Reference Encyclopedia developed.

2020

Leading through external tumult.

Responding to the COVID-19 pandemic, the Commission approved an emergency policy and Rule, suspended timeframes for enforcement, reduced dues by 30%, and shifted to a virtual annual business meeting.

2021

Lessons learned while progress continues.

- National Office hosts three round table discussions to review issues related to COVID-19 pandemic and state responses.
- New DCA Dashboard program launched, identifying practical learning opportunities to use ICAOS dashboards and improve ICOTS use.

2022

Historic year marks progress made.

- Annual Business Meeting held in-person for first time in three years, marking 20th anniversary meeting.
- First comprehensive academic evaluation of the Compact performed.
- First Compact documentary released in collaboration with National Institutes of Correction.

Financial Report



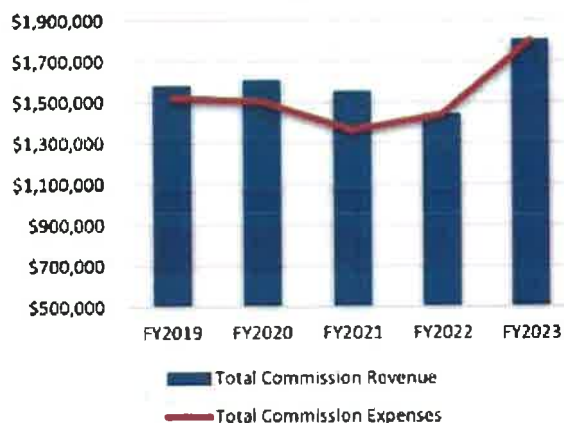
Increased Funding Approved

Reaching a milestone anniversary against the backdrop of market uncertainty was not an ideal way to mark the occasion. States faced many challenges and difficult decisions last year, as inflation reached unprecedented levels. The Commission navigated this difficult climate by taking decisive action to ensure financial stability.

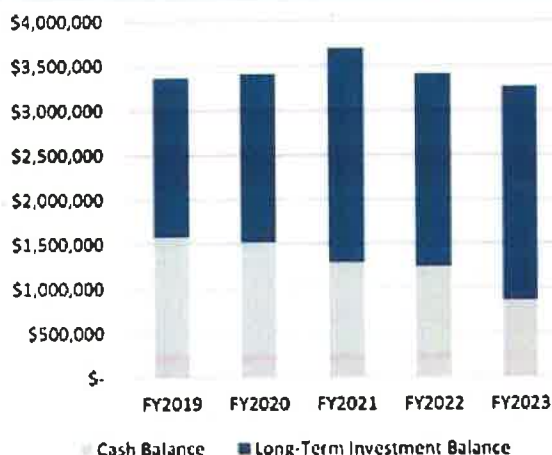
Although the Commission executed strong financial management in the past, ending the last five fiscal years under budget, it was still underfunded within its current dues structure. With anticipated capital expenditures for ICOTS and operating costs exceeding available dues and interest income, the Commission voted to raise dues for the first time since 2009.

Beginning in FY2024, member states' dues will increase by 5.25 percent each year for five years with a three percent increase each year to follow. These changes to dues will alleviate inflationary pressures and will support long-term financial stability.

ICAOS Revenue and Expense by Fiscal Year



ICAOS Reserve Fund Balance History



Hicks & Associates CPAs

CERTIFIED PUBLIC ACCOUNTANTS
INTERSTATE COMMISSION FOR ADULT OFFENDER SUPERVISION
(ICAOS)

LEXINGTON, KENTUCKY
YEAR ENDED JUNE 30, 2023

SERVICES PROVIDED BY HICKS & ASSOCIATES CPAs:

- a. AUDIT OF THE FINANCIAL STATEMENTS - UNMODIFIED OPINION¹
- b. REPORTS TO MANAGEMENT²

FINANCIAL HIGHLIGHTS FOR ICAOS:

	6/30/2023	6/30/2022	6/30/2021
• MEMBER DUES ³	\$ 1,532,871	\$ 1,061,778	\$ 1,487,602
• INVESTMENT INCOME ⁴	\$ 240,874	\$ -243,187	\$ 512,805
• TOTAL REVENUES	\$ 1,780,764	\$ 819,255	\$ 2,003,472
• PERCENTAGE CHANGE IN TOTAL REVENUES	+117.36%	-59.11%	+19.73%
• TOTAL EXPENSES	\$ 1,801,655	\$ 1,361,074	\$ 1,393,102
• PERCENTAGE CHANGE IN TOTAL EXPENSES	+32.37%	-2.30%	-8.90%
• CHANGES IN NET ASSETS	\$ -20,891	\$ -541,819	\$ 610,370
• TOTAL NET ASSETS	\$ 2,825,776	\$ 2,846,667	\$ 3,388,486
• TOTAL ASSETS	\$ 3,763,172	\$ 3,701,113	\$ 3,883,931
• PERCENTAGE CHANGE IN TOTAL ASSETS	+1.68%	-4.71%	+6.79%
• TOTAL LIABILITIES	\$ 937,396	\$ 854,446	\$ 495,445
• PERCENTAGE CHANGE IN TOTAL LIABILITIES	+9.71%	72.46%	-42.31%
• OPERATING CASH FLOWS	\$ -199,508	\$ 72,399	\$ -274,566
• TOTAL CASH FLOWS ⁵	\$ -366,788	\$ -38,105	\$ -274,566

1. AN "UNMODIFIED OPINION" IS THE TERMINOLOGY THAT REPRESENTS A GOOD, CLEAN AUDIT. ALL THE INFORMATION WE REQUESTED TO SUPPORT OUR OPINION WAS PROVIDED BY MANAGEMENT DURING OUR AUDIT. THERE WERE NO INSTANCES OF FRAUD, ABUSE, OR UNSUPPORTED TRANSACTIONS OBSERVED DURING OUR TESTING. OUR OPINION ON THE FINANCIAL STATEMENTS RELATES TO THE FINANCIAL STATEMENTS BEING PREPARED ON THE MODIFIED ACCRUAL BASIS OF ACCOUNTING, WHICH IS A BASIS OF ACCOUNTING OTHER THAN U.S. GAAP.
2. THE REPORTS TO MANAGEMENT DESCRIBE (1) THE RESPONSIBILITIES OF MANAGEMENT AND THE EXECUTIVE COMMITTEE; (2) THE OVERALL AUDIT PROCESS, AND (3) ANY RECOMMENDATIONS DURING THE CURRENT YEAR AND UPDATES TO ANY ITEMS THAT MAY HAVE BEEN MENTIONED IN THE PRIOR YEAR. WE DID NOT HAVE ANY RECOMMENDATIONS FOR THE YEAR ENDED JUNE 30, 2023.
3. MEMBER DUES RETURNED TO ITS NORMAL DUES STRUCTURE FOR THE YEAR ENDED JUNE 30, 2023 AFTER MEMBER DUES WERE REDUCED BY 30% FOR THE YEAR ENDED JUNE 30, 2022.
4. INTEREST AND DIVIDENDS OF \$45,990 AND NET UNREALIZED GAINS OF \$194,884 FROM VANGUARD INVESTMENTS FOR THE YEAR ENDED JUNE 30, 2023.
5. ICAOS INCURRED \$225,368 OF EXPENDITURES FOR REDEPLOYMENT OF ITS DATABASE SYSTEM. THE PROJECT IS IN-PROGRESS AS OF JUNE 30, 2023 BUT IS EXPECTED TO BE COMPLETED DURING THE YEAR ENDING JUNE 30, 2024.

* THE INFORMATION PRESENTED ABOVE HAS BEEN SUMMARIZED FOR MANAGEMENT'S PURPOSES AND DOES NOT INCLUDE ALL INFORMATION FROM THE AUDIT REPORTS ISSUED FOR THE YEARS ENDED JUNE 30, 2023, 2022, AND 2021. PLEASE REFER TO THE FULL AUDIT REPORTS FOR ADDITIONAL INFORMATION AND DISCLOSURE.

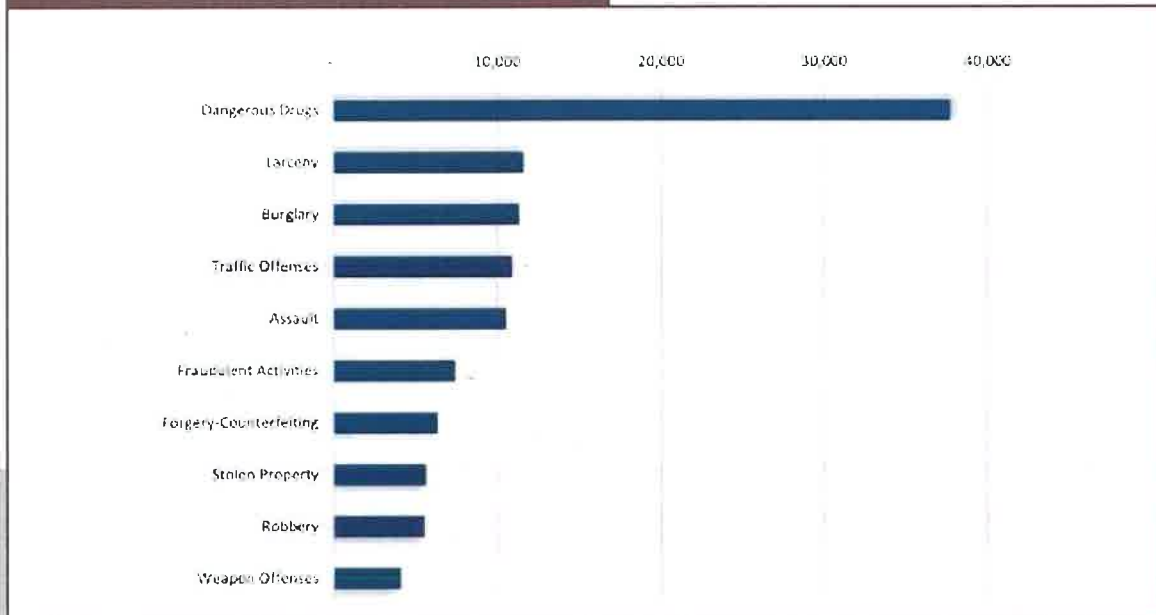
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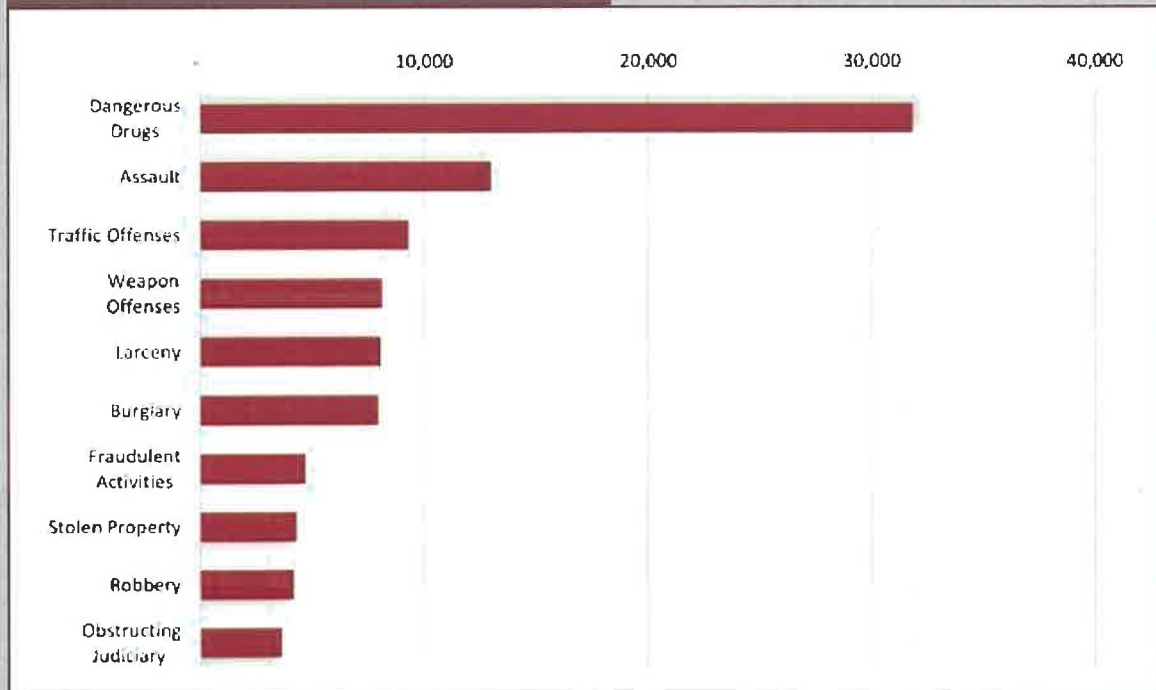
Crimes of Conviction Over Time

According to the data, it is evident that dangerous drugs remain a significant factor in the convictions and subsequent supervised release of individuals under Compact supervision. While the relative positions of the top five crime categories may vary, only burglary and weapon offenses have traded positions over time. This indicates the evolving nature of criminal activity and highlights the importance of addressing both drug-related crimes and weapon offenses in efforts to promote public safety.

Top 10 Crimes of Conviction – FY2010



Top 10 Crimes of Conviction – FY2023



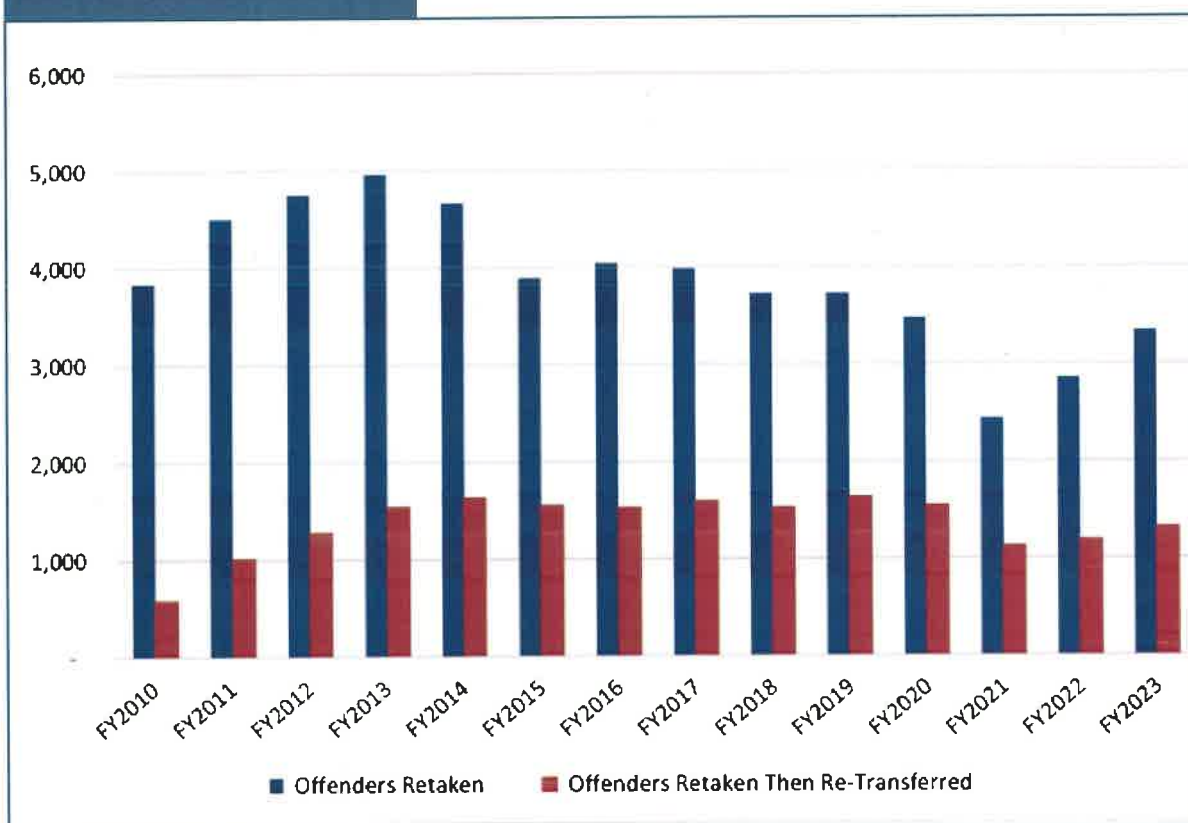
Changes in Violation Reporting

Types of Violations	FY2014*
Absconder	6,714
New Conviction of a Violent Crime	286
New Felony Conviction	1,152
Significant Violation*	24,673

Types of Violations	FY2023
Absconder	6,561
New Conviction of a Violent Crime	431
New Felony Conviction	1,413
Behavior Requiring Retaking	3,834

The evolution of violations under Compact supervision has indeed undergone significant changes. One notable change is the shift from categorizing violations as “significant violations” to “behavior requiring retaking.” This change was brought about by the implementation of Rule 4.109, which became effective on June 1, 2017. In addition to this change, there have been notable increases in the number of new violent crime convictions and new felony convictions among the major types of violations. However, the number of absconders has remained relatively stable.

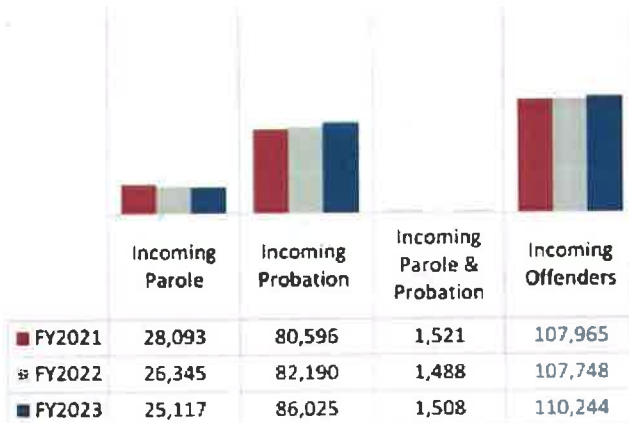
Retaking Data Over Time



The number of compact cases that resulted in retaking remained minimal over time (approximately 5.75% of the total), but it demonstrated how Rules and policy changes, as well as the COVID-19 pandemic, affected the Compact. A substantial Rule modification dramatically reduced the number of retakings in FY2015. In FY2018, another improvement in violation reporting marginally reduced the number of retakes. Concurrently, the number of individuals re-transferred after retaking remained stable and increased as a share of overall retakings until FY2021. Since then, despite the effects of the pandemic, it has remained significantly lower. This is most likely the result of enhanced monitoring and reporting made available to Compact officers as well as audits focusing on good documentation and verification.

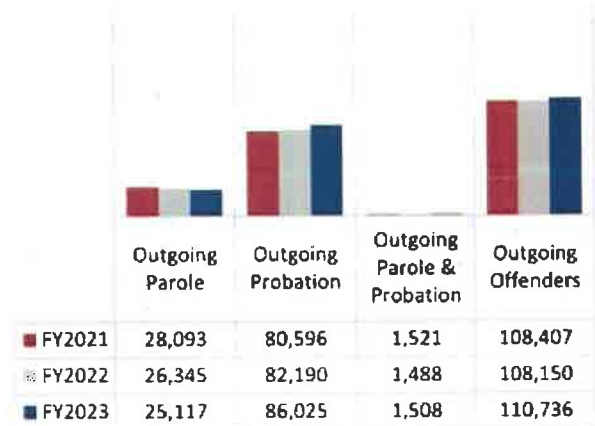
Incoming Offender Population

FY2021 FY2022 FY2023

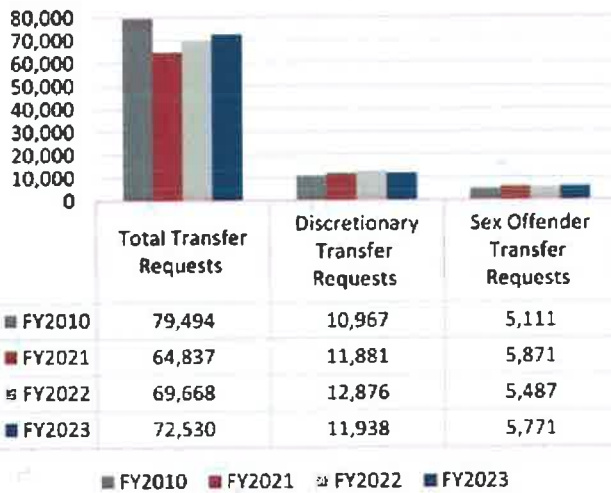


Outgoing Offender Population

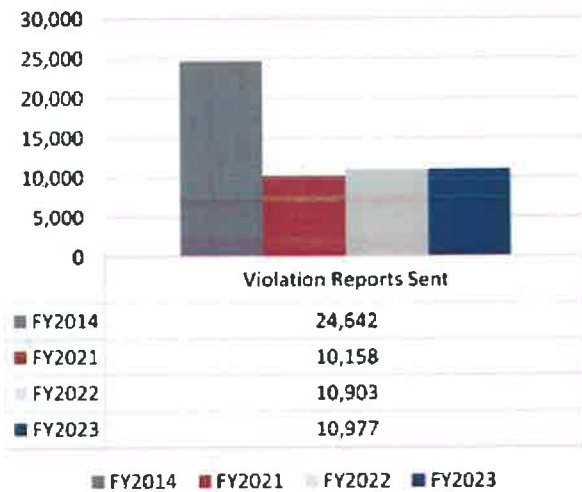
FY2021 FY2022 FY2023



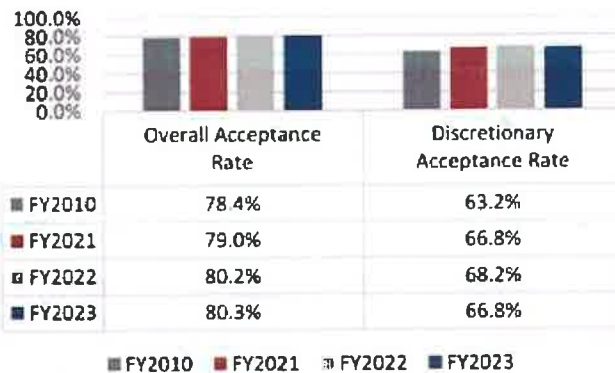
Transfer Requests Over Time



Violation Reports Over Time



Case Acceptance Rates Over Time



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