

June 30, 2007

**Department of Public Safety and Corrections
Corrections Services**



**Strategic Plan
FY 2008-2009 to 2012-2013**

VISION STATEMENT

Louisiana should be a safe place to live. The correctional system can play a significant role in contributing to citizen safety. The success of our efforts will be shaped in part by the contributions and efforts of dedicated staff, concerned citizens, and offenders who take advantage of the opportunity to make positive change.

MISSION STATEMENT

The mission of Corrections Services is to provide for the custody, control, care, and treatment of adjudicated offenders through enforcement of the laws, and management of programs designed to ensure the safety of the public, staff, and inmates, and further, reintegrate offenders into society.

PHILOSOPHY

We respect the need for public safety and operate our programs and services in a way to ensure a better Louisiana. We respect our employees and understand the challenges inherent in their provision of public service. We respect the dignity of our inmates and work hard to not only comply with federal, state, and other mandates, but also to provide an environment that will enable them to live a productive life upon release as a means to reduce recidivism. Corrections Services strives to maintain an environment where high ethical standards are expected and performance accountability is a critical element for our success.



LOUISIANA DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONS DEPARTMENT GOALS

I. Public Safety

Maximize public safety through appropriate and effective correctional custodial programs, supervisory services, and community partnerships.

II. Staff and Inmate Safety

Provide for the safety of correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in our institutional and other field operations.

III. Provision of Basic Services

Provide appropriate services for victims of crimes committed by those offenders in our custody or under our supervision, and ensure that basic services relating to adequate food, clothing, healthcare, and shelter are provided to the inmate population.

IV. Opportunity for Change

Provide an environment that enables positive behavior change by making or identifying educational and rehabilitative opportunities available within the unit, or the community, for inmates and persons under supervision who demonstrate motivation for change and the desire to participate in such programs, and enhance public safety and crime prevention by increasing the ability of offenders to live lawfully in the community.

V. Opportunity for Making Amends

Provide opportunities for making restitution and participating in community restorative initiatives as a mechanism to compensate individuals and communities harmed by crime.



PRINCIPLE CLIENTS AND USERS

The Department of Corrections serves the citizens of the State of Louisiana by providing programs and services to ensure the safety of the public. Additionally, victims' rights groups, citizens, and communities are served through programs focused on notification, restoration, and opportunities to make amends. Project Clean Up is one such example of a program designed to produce these benefits.

Offenders receive services through the Administration, Rehabilitation, Incarceration, Health Services, Diagnostic, and Canteen programs at each facility. Finally, law enforcement entities receive information and identification services, as well as assistance in Chase Teams and Tactical Teams.

Duplication of Effort

The Department avoids duplication of effort in several ways. First, it engages in internal quarterly reviews and compiles the Quarterly Statistical Performance Report, which is widely circulated to assist in internal decision making, as well as external information and evaluation. Senior Staff meet quarterly to review reports, and based on the data that is collected, to consider whether individual programs are achieving their goals. Further, the QSPR assists the Department by identifying strengths and warning staff of areas to monitor. Secondly, the Department works to establish best practices and document efficiencies and strives to ensure that what has been learned can become standard operating procedure at all institutions. In addition, the Department works to clearly define mission and objectives for programs and different institutions to ensure unique and complementary activities across the Department. Finally, the Department carefully reviews performance audits and other external evaluations to eliminate potential duplication with other state agencies.



POTENTIAL EXTERNAL FACTORS WHICH MAY AFFECT GOAL ACCOMPLISHMENTS

The potential external factors that may affect goal accomplishments are keeping pace with growth in incarceration, the labor market (our pool to draw from shrinks when the economy is good), changes in statutes, types of criminals (more violent inmates entering with more health problems, discipline problems), limited funding, the judicial system, and sentencing difficulties.

The Basic Numbers

Incarceration rate is based on the number of state or federal prisoners with sentences of more than one year per 100,000 resident population. For more than 20 years, Louisiana's incarceration rate has been among the highest in the nation.

The current operational capacity of the State's adult institutions is 20,163. This exceeds the earlier projection of 20,149 by fiscal year 2009-10. During the same time, projected work release beds are expected to increase slightly from the current level. Inmate population housed in State facilities has increased by 16.7% in the past 10 years and total State inmate population, including State inmates housed at the local level, is projected to rise 11.9% in the next 10 years.

Numerous factors affect the number of persons incarcerated and the demand for prison beds. Changes in society's expectations, reflected in new and amended laws, directly affect the number and type of admissions to incarceration, the length of sentence to be served, and the number of beds needed to accommodate the numbers. Policy decisions also affect bed space requirements.

The Challenge

Decision-makers usually examine incarceration rates in terms of fiscal impact. The increasing number of persons incarcerated in Louisiana and nationwide is beginning to have another impact and it, too, demands attention. Because most incarcerated persons are eventually released from prison, it should not be surprising that larger numbers are beginning to leave prison to return to the communities they lived in before incarceration.

Based on justice system policies of the last 20 years, the returnees represent a challenging mix: there are more violent offenders and more drug offenders, as well as more offenders coming back from their first experience with incarceration and more offenders returning after an earlier release on the same offense. More have been incarcerated for longer periods (which loosen ties to communities and families), and



fewer have participated in education and training programs. According to national statistics, a large number will return to prison for committing new felonies or refusing to abide by other conditions of their probation or parole. This cycle of removal and return is increasingly concentrated in a relatively small number of communities that already face enormous social and economic disadvantages.

Program Evaluations

Monthly Summary Report of Activities and Unusual Occurrences (C-05-001) are reports used for program evaluation. Also, headquarters audits Adult Institutions (C-05-003) and monitors program performance.

The Quarterly Statistical Performance Report (QSPR) is essentially an upgrade of the C-05-001 process and is the next generation of management reporting within the Agency. With QSPR, emphasis shifts beyond collecting and reviewing information in a standardized format to collecting information that will also enable decision makers to measure the relative success of Agency programs, policies, and practices. In this way, management will be apprised of developing problems and can determine solutions and implement changes to alleviate them.



CORRECTIONS – ADMINISTRATION

Program A: Office of the Secretary

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840.2; R.S. 15:1111; R.S. 46:1844 (A)(3); R.S. 36:401-409

MISSION

The mission of the Office of the Secretary within Corrections Services is to oversee development and implementation of departmental policy and to give direction and lend support in the administration, control, and operation of departmental programs and other activities related to offenders placed in State custody by the courts. To afford this direction and support, the Office provides department-wide administration, policy development, financial management and leadership, sets the standard for ongoing audit programs, and maintains a corporate culture for management excellence.

GOALS

I. Continue to lead the nation in correctional services by maintaining rigorous operational standards.

Objective I.1

Ensure that 100% of Department institutions and functions achieve accreditation with the American Correctional Association (ACA) through 2013.

Strategy I.1.1

Conduct ongoing audit of programs with C-05-003 audit process as a catalyst for positive change.

Strategy I.1.2

Monitor monthly operating unit reports such as C-05-001 and QSPR.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens. Objective 3.4: To improve the quality of life for Louisiana's children.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act, and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.



Performance Indicator

Percentage of Department institutions and functions with ACA accreditation.

II. Assist victims, support community needs, and offer offenders an opportunity to make amends.

Objective II.1

Increase communications with crime victims on an annual basis.

Strategy II.1.1

Continue to publicize Crime Victims Services Bureau services to offer victims easy access to information about matters of direct concern to them.

Strategy II.1.2

Cultivate cooperative involvements with outside agencies and victims groups.

Strategy II.1.3

Provide periodic training opportunities for staff utilizing the Restorative Justice Education package.

Strategy II.1.4

Develop programming to create inmate awareness of debts owed their victims and the community.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Number of crime victim notification requests (first contacts only).



Program B: Office of Management and Finance

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840.2; R.S. 15:1111; R.S. 36:406; R.S. 46:1844

MISSION

The mission of the Office of Management and Finance (which is under the authority of the Undersecretary) is to provide the leadership, direction, and support to efficiently manage and account for the Department's resources. The OMF program is responsible for fiscal services, budget services, information services, food services, maintenance and construction, performance audit, training, procurement and contractual review, and human resource programs of the Department.

GOAL

- I. Ensure and provide management support to all units in activities involving fiscal and administrative matters.**

Objective I.1

Reduce by 1% the percentage of budget units having repeat audit findings from the Legislative Auditor by 2013.

Strategy I.1.1

Competently manage areas of responsibility encompassing fiscal services, budget services, procurement, contract, payroll, personnel, grants, data process managing, maintenance, and construction.

Strategy I.1.2

Continue to focus on safety issues resulting in reduced accident rates and significant savings in insurance premiums.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act, and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.



Performance Indicator

Percentage of budget units having repeat audit findings from the Legislative Auditor.

Objective I.2

Receive 100% of possible credit from the Office of Risk Management on annual premiums.

Strategy I.2.1

Monitor and audit capacity and accreditation elements in an effort to maintain entities that are identified as being stable, safe, and constitutional. This will lead to reduced accident rates and significant savings in insurance premiums.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children’s Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Amount of premium credited.

Program C: Adult Services

Program Authorization: R.S. 15:574.2-574.21; R.S. 15:821-840; R.S. 15:1111; R.S. 36:407-408

MISSION

The mission of the Office of Adult Services is to provide administrative oversight and support of the operational programs of the adult institutions. The Assistant Secretary leads and directs the Department’s audit team, which conducts operational audits of all adult institutions and assists all units with matters relative to the maintenance of ACA accreditation. Staff in this office also supports the Administrative Remedy Procedure (inmate grievance and disciplinary appeals).



GOALS

I. The Adult Services Program will maximize capacity utilization.

Objective I.1

Maintain 99% of adult institution design capacity through 2013.

Strategy I.1.1

Provide services in the operational areas efficiently and effectively.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Total bed capacity, all adult institutions, at end of fiscal year.

Inmate population as a percentage of maximum design capacity.

II. The Adult Services Program will provide basic/broad-based educational programs to adult inmates who are motivated to take advantage of these services and have demonstrated behavior that would enable them to function within an educational setting.

Objective II.1

Increase the number of inmates receiving GED and vo-tech certificates by 5% by 2013.

Strategy II.1.1

Continue to modify and enhance a program to track all educational participation.



Strategy II.1.2

Allow adult inmates who demonstrate behavior that would enable them to function successfully in an educational setting to participate in basic literacy and other educational programs, such as Adult Basic Education, General Education Development (GED), and vocational training.

Strategy II.1.3

Continue to assess adults for educational functioning upon intake and periodically throughout the incarceration period.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

System-wide number receiving GED.

System-wide number receiving vo-tech certificate.

Percentage of the eligible population participating in the educational activities.

Percentage of the eligible population on a waiting list for educational activities.

Percentage of inmates released who have high school diploma, GED, or vo-tech certificate.

III. Prepare inmates for release through implementation of innovative programs and initiatives.

Objective III.1

Reduce recidivism for CORE participants by 5% by 2013.

Strategy III.1.1

Increase participation in CORE (Corrections Organized for Re-entry), which is designed to increase the ability and willingness of offenders to live lawfully in the community by preparing them for release from their point of entry, and developing individualized and evolving re-entry plans to hold them accountable after they enter the community.



Strategy III.1.2

Teach offenders marketable skills to assist them in creating a positive future upon release.

Strategy III.1.3

Provide an intensive two- to three-year period of planning and preparation culminating in an individual accountability plan.

Strategy III.1.4

Support offenders' transition into the community by monitoring behavior and developing referral sources.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate for adult offenders system-wide.

Objective III.2

Reduce recidivism for Work Release, IMPACT, educational, and faith-based participants by 5% by 2013.

Strategy III.2.1

Increase participation in Work Release, IMPACT, educational, and faith-based programs that give inmates a graduated return into the community.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.



Performance Indicators

Recidivism rate for Work Release participants.

Recidivism rate for IMPACT participants.

Recidivism rate for inmates participating in educational programs.

Recidivism rate for inmates participating in faith-based programs.

Objective III.3

Reduce recidivism rate for sex offenders by 2% by 2013.

Strategy III.3.1

Develop and implement a Victim Impact Program for sex offenders incorporated into CORE programming.

Strategy III.3.2

Maintain the sex offender registry, which provides names, addresses, crimes, and pictures of sex offenders who have been released from incarceration into the community.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Recidivism rate for sex offenders.

IV. The Incarceration Program will maximize public safety through appropriate and effective correctional, custodial, and supervisory programs.

Objective IV.1

Reduce the number of escapes to zero by 2013, and apprehend all escapees at large.



Strategy IV.1.1

Follow Department regulations and ACA standards.

Strategy IV.1.2

Provide training for security officers annually (40 hours) on policies and procedures.

Strategy IV.1.3

Provide additional specialized training for staff members annually (supplemental 40 hours).

Strategy IV.1.4

Implement necessary controls and provide adequate facilities and security personnel.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of escapes.

Number of apprehensions.



Program D: Board of Pardons

Program Authorization: Article XIV of 1974 Louisiana Constitution; R.S. 15:572-574.1; R.S. 36:409; R.S. 15:1111

MISSION

The mission of the Board of Pardons, whose five members are appointed by the Governor and confirmed by the State Senate, is to recommend clemency relief (that is, commutation of sentence, restoration of parole eligibility, pardon, and restoration of rights) for offenders who have shown that they have been rehabilitated and have been or can become law-abiding citizens. In taking these actions, especially when deliberations involve the amount of time a person will remain incarcerated, the Board seeks to strike a balance between public safety and provision of an incentive for offenders who have no release dates. No recommendation is implemented until the Governor signs the recommendation.

GOAL

- I. The Board of Pardons will continue to provide expeditious hearings and objective determination of applications for clemency.**

Objective I.1

Increase the number of hearings by 5% by 2013.

Strategy: I.1.1

Staff prepares documentation for Board of Pardons review.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of applications received.

Number of case hearings.



Program E: Board of Parole

Program Authorization: R.S. 15:574.2-547.141; R.S. 36:409; R.S. 15:1111

MISSION

The mission of the Board of Parole, whose members are appointed by the Governor and confirmed by the State Senate, is to determine the time and conditions of releases on parole of all adult offenders who are eligible for parole; determine and impose sanctions for violations of parole; and cooperate with the criminal justice and corrections systems. The Board also administers medical parole and revocations.

GOAL

- I. **The Board of Parole will continue to provide for reintegration of offenders into society in a manner consistent with public safety.**

Objective I.1

Increase the number of paroles hearings conducted by 5% by 2013.

Strategy I.1.1

Conduct timely hearings and make appropriate recommendations based on objective review.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of paroles granted.

Number of parole revocation hearings conducted.

Number of parole hearings conducted.



CORRECTIONS – CORRECTIONAL FACILITIES¹

C. Paul Phelps Correctional Center
Louisiana State Penitentiary
Avoyelles Correctional Center
Louisiana Correctional Institute for Women
Dixon Correctional Institute
J. Levy Dabadie Correctional Center
Elayn Hunt Correctional Center (Diagnostic Center)
David Wade Correctional Center (Forcht-Wade and Steve Hoyle Rehabilitation Program)
B.B. "Sixty" Rayburn Correctional Center

MISSION

The mission of Correctional Facilities is to provide for the custody, control, care, and treatment of adjudicated adult offenders through enforcement of the laws, and implementation of programs designed to reintegrate offenders into society while ensuring the safety of the public.

Program A: Administration

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Administration Program is to provide the leadership, direction, and institutional support in the day-to-day management of the institution, including maintenance of ACA accreditation.

GOAL

- I. **The Administration Program will continue to effectively manage available resources to ensure maximum utilization and avoidance of budget deficits in accomplishing the Unit's goals and objectives.**

¹ Auxiliary services are offered at all of the above institutions.



Objective I.1

Reduce staff turnover of Corrections Security Officers by 5% by the year 2013.

Strategy I.1.1

Utilize all available resources to maximize the effectiveness of our mission and programs.

Strategy I.1.2

Pursue necessary funding for additional support positions due to the increase in inmate population, programs, and services.

Strategy I.1.3

Improve the ability to recruit, hire, and retain high-quality professional managers and staff.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act, and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicator

Percentage turnover of Corrections Security Officers.

Program B: Incarceration

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

It is the mission of the Incarceration Program to provide for the custody, control, and care of adjudicated offenders through enforcement of the laws and implementation of programs designed to ensure the safety of the public, staff, and inmates.



GOAL

- I. **The Incarceration Program will continue to provide for the safety of the correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in the institution.**

Objective I.1

Minimize security breaches by maintaining the number of inmates per Corrections Security Officer through 2013.

Strategy I.1.1

Conduct scenarios to determine effectiveness of existing security procedures, staff implementation of those procedures, and utilize the results as a training aid.

Strategy I.1.2

Improve supervision via establishment of additional supervisory positions and promotion into those positions of qualified staff to provide expanded (after hours) supervisory coverage.

Strategy I.1.3

Intensify training for staff and expand training opportunities utilizing multi-point video conferencing.

Strategy I.1.4

Improve management of problem inmates via management programs designed to encourage improved behavior.

Strategy I.1.5

Maintain acceptable staffing levels.

Strategy I.1.6

Routinely review procedures.



Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of inmates per Corrections Security Officer.

Average daily inmate population.

Objective I.2

Increase the number of inmates completing the IMPACT Program at Hunt Correctional Center by 2% by 2013.

Strategy I.2.1

Develop improved capacity in the IMPACT Program.

Performance Indicators

Number completing the program.

Capacity of IMPACT.

Number entering the program.

Objective I.3

Increase the number of inmates completing the IMPACT Program at Forcht-Wade Correctional Center by 2% by 2013.

Strategy I.3.1

Develop improved capacity in the IMPACT Program.

Performance Indicators

Number completing the program.

Capacity of IMPACT.

Number entering the program.



Program C: Rehabilitation

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Rehabilitation Program is to provide an environment that enables behavioral changes by making rehabilitation opportunities available to inmates, which will increase their odds of being successfully reintegrated into society.

(See Corrections Administration/Adult Services Program for statewide indicators.)

Program D: Health Services

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Health Services Program is to provide the appropriate level of healthcare to the inmate population to meet their basic medical, dental, and mental health needs, thus allowing them to maintain their health and participate in institutional programs.

GOAL

- I. The Health Services Program will continue to assure that the health of all inmates is adequately evaluated and that proper and effective treatment is provided as needed in order to maintain inmate health.**

Objective I.1

Ensure inmate education regarding disease management in order to reduce by 1% the percentage of inmates with communicable diseases by unit by 2013.

Strategy I.1.1

Maximize communication between security and the healthcare departments so that information about inmate activities can be used as data in deciding duty status and other health-related issues.



Strategy I.1.2

Educate about at-risk behaviors for sexual and blood-borne illness, educate about health benefits of moderate exercise, educate about smoking cessation, and screen weekly for treatable diseases.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of inmates with communicable disease by unit.

Program E: Diagnostic

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

MISSION

The mission of the Diagnostic Program is to provide one of the most modern facilities in the South in order to allow newly-committed State inmates to receive a complete medical examination, a thorough psychological evaluation, and an in-depth social work-up.

GOAL

- I. The Diagnostic Program will effectively classify, reclassify, and place newly-committed inmates in the facility best suited to the inmates' and society's needs.**

Objective I.1

Maintain average occupancy levels through 2013.

Strategy I.1.1

Effectively process newly-committed inmates and place them in the most appropriate facility.



Strategy I.1.2

Provide inmates with a complete medical examination, psychological evaluation, and an in-depth social work-up.

Strategy I.1.3

Provide CORE assessments to generate better treatment plans to reduce recidivism.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of persons processed annually.

Average occupancy.

Program F: Auxiliary

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409

PROGRAM DESCRIPTION

The Inmate Canteen Fund is administered as a service to inmates. The fund is used to account for purchases by inmates of consumer items from the institution's canteen. The institution supplies basic food and hygiene products to inmates. However, the Inmate Canteen Fund provides a mechanism for inmates to obtain items in greater quantity or variety than supplied by the institution. This account is funded entirely with fees and self-generated revenues derived from inmate canteen sales.



WINN AND ALLEN CORRECTIONAL CENTERS

MISSION

The mission of Winn Correctional Center and Allen Correctional Center is to house sentenced felons for the Louisiana Department of Public Safety and Corrections. Specifically, the facilities maintain the necessary level of security to ensure public safety, as well as provide work programs, academic programs, and vocational programs to incarcerated offenders.

Program A: Administration

Program Authorization: R.S. 15:821-840.2; R.S. 401-409; R.S. 39:1800.1-1800.7

MISSION

The mission of the Administration Program is to properly account for the direct costs incurred by the State in operating the facility.

GOAL

- I. **The Administration Program will ensure that the unit operates safely, efficiently, and effectively through management's leadership, adherence to departmental regulations and procedures, and by meeting ACA standards.**

Objective I.1

Review processes and innovations in the industry to ensure that the safest, most economical, efficient, and effective services are provided in all institutions in order to qualify for ACA accreditation every three years.

Strategy I.1.1

Use available technology, increase efficiency, and provide staff with better automation tools to enable efficient processing and management of the inmate population and other automated systems and processes.

Strategy I.1.2

Annually review literature, ACA information, conduct annual risk management audits to seek more efficient and effective programming techniques.



Louisiana: Vision 2020 Link: Not Applicable.

Children’s Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percent of adult institutions accredited by ACA.

Program B: Purchase of Correctional Services

Program Authorization: R.S. 15:821-840.2; R.S. 36:401-409; R.S. 39:1800.1-1800.7

MISSION

The mission of the Purchase of Correctional Services is to provide sufficient resources and accountability for funds required for contract obligations with the private provider.

GOALS

- I. **The Purchase of Correctional Services Program will provide for the safety of the correctional staff and inmates by maintaining an organized and disciplined system of operations that promotes stability in the institution.**

Objective I.1

Minimize security breaches by maintaining the number of inmates per Corrections Security Officer through 2013.

Strategy I.1.1

Conduct scenarios to determine effectiveness of existing security procedures, staff implementation of those procedures, and utilize the results as a training aid.

Strategy I.1.2

Improve communications by enhancement of existing radio system.



Strategy I.1.3

Improve supervision via establishment of additional supervisory positions and promotion into those positions of qualified staff to provide expanded (after hours) supervisory coverage.

Strategy I.1.4

Intensify training for staff and expand training opportunities.

Strategy I.1.5

Improve management of problem inmates via management programs designed to encourage improved behavior.

Strategy I.1.6

Routinely review procedures.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children’s Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Number of inmates per Corrections Security Officer.

Average daily inmate population.

- II. The Purchase of Correctional Services Program will assure that the health of all inmates is adequately evaluated and that proper and effective treatment is provided as needed in order to maintain inmate health.**

Objective II.1

Ensure inmate education regarding disease management in order to reduce by 1% the number of inmates with communicable diseases through 2013.



Strategy II.1.1

Maximize communication between security and the healthcare departments so that information about inmate activities can be used as data in deciding duty status and other health-related issues.

Strategy II.1.2

Educate about at-risk behaviors for sexual and blood-borne illness, health benefits of moderate exercise, smoking cessation, and treatable diseases.

Strategy II.1.3

Treat diseases using standardized treatment plans that incorporate necessary standards of healthcare as applicable to prison medicine.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of inmates with communicable diseases.



ADULT PROBATION AND PAROLE

Program A: Administration and Support

Program Authorization: R.S. 15:574.2-15:574.20; R.S. 36:401-409

MISSION

It is the mission of the Administration and Support Program to provide management direction, guidance, and coordination, as well as to provide the administrative support services necessary for all operational needs. To carry out this mission, the Administration and Support Program provides quality administration, policy development, financial management, and leadership. Policies and procedures are reviewed periodically in order to standardize processes and increase efficiency and effectiveness. This requires the development of the necessary documents and procedures to guide the process by the Administration and Support Program. Appropriate staffing standards and formulas are developed and implemented, and workloads are monitored and compared to statutory workload limits. Priority is placed on the hearing of parole and probation revocation cases in an expeditious manner.

GOAL

- I. **The Administration and Support Program will continue to provide for administration and leadership on a state-wide level for services rendered to adult jurisdictional courts, the Boards of Parole and Pardon, and the Interstate Compact states.**

Objective I.1

Maintain a low average cost per day per offender supervised by 2013.

Strategy I.1.1

Continue to monitor workload standards, policies, and procedures.



Strategy I.1.2

Continue to develop re-entry programs to create savings for the State by reducing the cost of incarcerating technical probation and parole violators, providing a safe alternative to further incarceration for those eligible to participate in the program, and address the rehabilitation needs of offenders by providing intensive substance abuse treatment, moral recognition therapy, anger management, and other suitable programs.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of ACA accreditation maintained.

Average cost per day per offender supervised.

Program B: Field Services

Program Authorization: R.S. 15:574.2-15:574.20; R.S. 36:401-409

MISSION

The mission of the Field Services Program is to supervise adult offenders who are released on probation or parole. The program's goals are to protect public safety and to facilitate the adjustment and reintegration of offenders into society. The Field Services Program provides skilled supervision of remanded clients; supplies competent investigative reports involved with sentencing, release, and clemency; and fulfills extradition requirements. Supervision is also exercised over contract work release centers and the intensive parole cases in the IMPACT program. The Division is in charge of collecting various criminal justice funds, supervision fees, victim's restitution, and so forth. Services are provided through offices throughout the State.



GOAL

- I. The Field Services Program will continue to provide efficient and effective control, supervision, and reintegration of offenders into society, while at the same time striving to comply with statutory workload limits.**

Objective I.1

Reduce the average caseload per agent by 5% by 2013.

Strategy I.1.1

Develop program efficiencies while complying with statutory workload limits.

Strategy I.1.2

Continue to utilize LARNA as a risk assessment model.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.3: To have safe homes, schools, and streets throughout the State.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Corrections Services provides flexible work schedules to accommodate employees with child care or other family issues, has an Employee Assistance Program which provides information and guidance for employees and/or family members, supports the Family and Medical Leave Act, and provides eligibility for health and other insurances for employees and/or family members.

Other Link(s): Not Applicable.

Performance Indicators

Average caseload per agent (number of offenders).

Average number of offenders under supervision.



LOCAL HOUSING OF STATE ADULT OFFENDERS

MISSION

The mission of the Local Housing of State Adult Offenders program is to provide a safe and secure environment for adult male and female offenders who have been committed to State custody and are awaiting transfer to the Department of Public Safety and Corrections (DPS&C), Corrections Services. Due to space limitations in state correctional institutions, Corrections Services continues its partnership with the Louisiana Sheriffs' Association and other local governing authorities by utilizing parish and local prisons for housing offenders.

Program A: Local Housing of Adult Offenders

Program Authorization: R.S. 15:824; R.S. 33.1432; R.S. 574.2-574.21; R.S. 15:1111

GOAL

- I. **The goal of the Local Housing of Adult Offenders program is to continue the Community Corrections Partnership, which utilizes parish and local prisons for housing offenders who have been committed to the State's custody and awaiting transfer to Corrections Services through the program.**

Objective I.1

Utilize local facilities as cost-efficient alternatives to State institutions while reducing recidivism rate by 5% by 2013.

Strategy I.1.1

Ensure that basic jail guidelines are followed.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.



Performance Indicators

Average number of State adults housed per day in local facilities.
Percentage of State adult inmate population housed in local facilities.
Recidivism for State inmates in local facilities.

Program B: Adult Work Release

Program Authorization: R.S. 15:824; R.S. 33.1432; R.S. 574.2-574.21; R.S. 15:1111

GOAL

- I. **The goal of Work Release is to continue to provide for the housing of offenders who are determined to be qualified for work release programs.**

Objective I.1

Increase the number of Work Release participants by 5% by 2013.

Strategy I.1.1

Refine and further develop selection process.

Louisiana: Vision 2020 Link: This objective relates to *Vision 2020* Objective 3.5: To ensure safe, vibrant, and supportive communities for all citizens.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Average cost per day per offender for contract work release.
Average cost per day per offender for non-contract work release.
Average number of persons in work release programs per day.



LOUISIANA PRISON ENTERPRISES

MISSION STATEMENT

The mission of Prison Enterprises is to utilize the resources of the Department in the production of food, fiber, and other necessary items used by the inmates in order to lower the cost of incarceration; to provide products and services to State agencies and agencies of parishes, municipalities, and other political subdivisions; and to provide work opportunities for inmates. R.S. 15:1153(A)

GOALS

- I. **Ensure total customer satisfaction with Prison Enterprises' products and services.**
- II. **Promote and expand private sector involvement in prison-based work programs through PS/PIE activities.**
- III. **Increase the volume of sales to parish and local governmental entities, including non-profit organizations with particular emphasis on correctional institutions.**
- IV. **Realize maximum productivity in farming, livestock, and swinery operations, meeting or exceeding State and regional yields and prices for similar operations.**
- V. **Maintain certification under the American Correctional Association Performance-Based Standards for Correctional Industries.**
- VI. **Support the CORe initiative and establish re-entry programs.**
- VII. **Increase efficiency and reduce costs in Prison Enterprises' administrative and field operations.**



GOALS

I. Ensure total customer satisfaction with Prison Enterprises' products and services.

Objective I.1

Decrease percentage of customer complaints by 5% by 2013.

Strategy I.1.1

Benchmark prices of goods and services and product specifications against private sector companies and/or other correctional industries producing similar products and services.

Strategy I.1.2

Evaluate total costs of production and establish aggressive pricing positions to maximize savings to customer agencies and capture greater market share while covering costs.

Strategy I.1.3

Design products and services to meet specific needs of customers and to meet industry standards in quality.

Strategy I.1.4

Continue to evaluate packing methods and equipment to minimize occurrences of damage during delivery.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicators

Percentage of customer complaints to orders delivered.

Total volume of sales.

Percentage of orders damaged.



Objective I.2

Have 100% on-time deliveries by 2013.

Strategy I.2.1

Improve communication between manufacturing, marketing, and sales staff to establish realistic promised delivery dates for each product line.

Strategy I.2.2

Continue to improve transportation scheduling and routing of trucks to eliminate unnecessary delays and minimize delivery errors.

Strategy I.2.3

Continue to utilize alternative methods of delivery of certain items or to remote destinations to eliminate delays and/or save transportation costs.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of orders delivered on or before promised delivery date.

II. Maintain certification under American Correctional Association Performance-Based Standards for Correctional Industries.

Objective II.1

Ensure that 100% of Prison Enterprise's operating units are in compliance with the ACA Performance-Based Standards for Correctional Industries every three years.

Strategy II.1.1

Request ACA re-accreditation under revised Performance-Based Standards.



Strategy II.1.2

Maintain necessary files at each field unit to demonstrate ongoing compliance with each standard.

Strategy II.1.3

Maintain ACA files at Prison Enterprises headquarters to document ongoing compliance with all Performance-Based Standards for Correctional Industries products for sale to correctional institutions.

Louisiana: Vision 2020 Link: Not Applicable.

Children's Cabinet Link: Not Applicable.

Human Resource Policies Beneficial to Women and Families Link: Not Applicable.

Other Link(s): Not Applicable.

Performance Indicator

Percentage of operating units in compliance with ACA Performance-Based Standards for Correctional Industries.

