

December 31

LA Board of
Pardons & Parole

2013

This report has been prepared for the review of the overall performance
and development of the Louisiana Board of Pardons & Parole.

Annual Report



LOUISIANA BOARD OF PARDONS & PAROLE
Annual Report - Calendar Year 2013

Our Vision

The Board promotes public safety by supporting moral development of offenders to:

- break the cycle of crime;
- provide hope for a different life;
- reduce recidivism, thereby reducing state expenditures on corrections.

Our Mission

The mission of the Louisiana Board of Pardons is to perform the duties as imposed by Article I, Section 10 and 20, and Article IV, Section 5 of the Louisiana Constitution and recommend the resolution of clemency matters to the Governor.

Using evidence based research, parole decision makers support and promote successful offender reentry by:

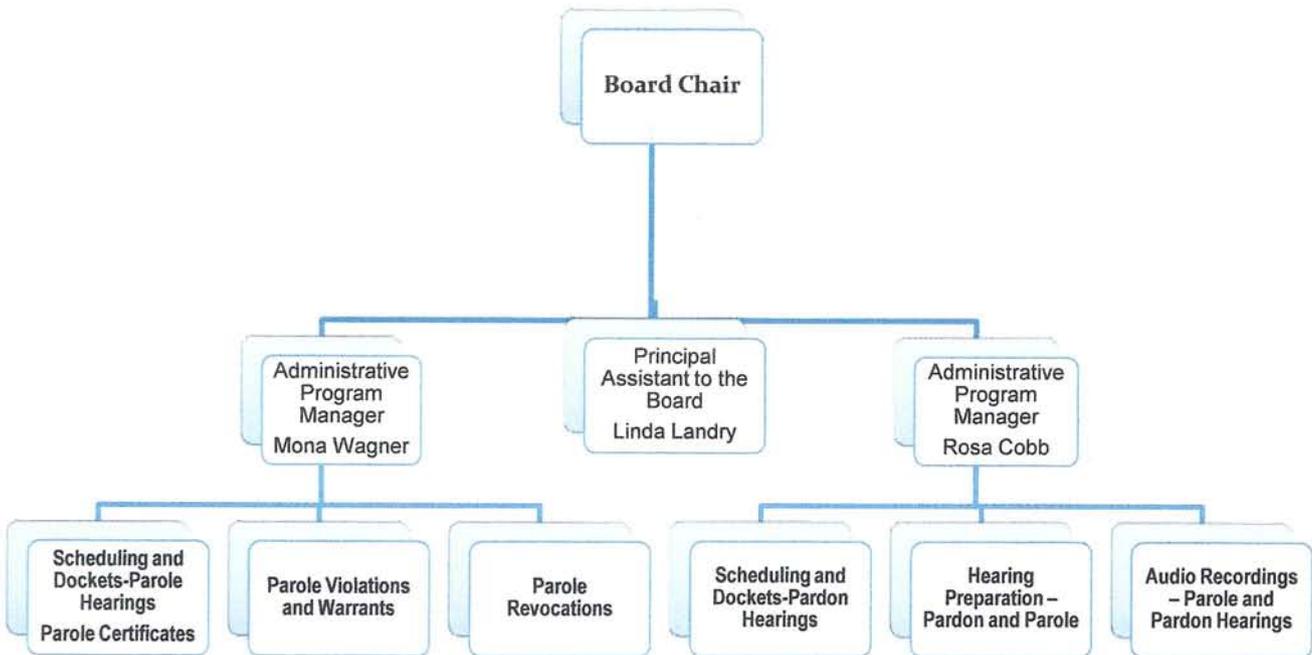
- using available information to make reasonable, relevant and evidence based decisions;
- providing opportunities for victim involvement in the parole process;
- recognizing that education is key to rehabilitation and encouraging the development of job skills;
- imposing reasonable conditions of release tailored to the specific offender, acknowledging compliance and accomplishments, and appropriately addressing violation behavior.

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LA Board of Pardons and Parole Organization Chart

The Board
Sheryl Ranatza, Chair
Jim Wise, Vice-Chairman
Rickey Hardy, Member
Henry Powell, Member
Michael Slocum, Member
Greta Jones, Parole Committee Member
Jerie Ledoux, Parole Committee Member



FROM THE BOARD CHAIR:

On behalf of the Louisiana Board of Pardons and Parole, I am please to present our Annual Report for calendar year 2013. Within this report, it is our hope that you will learn how the Board is employing evidence based practices to enhance an offender's transition back to Louisiana's communities.

Although we are an autonomous entity, we are committed to partnering with other agencies to carry out our mission. One of our most important partnerships is with the Louisiana Department of Public Safety and Corrections (DPS&C). We are working closely with our DPS&C partners at all levels on reentry efforts. We work together to ensure accountability of offenders and assist with their reentry in the community.

In 2012, the Louisiana Legislature merged the functions of the Board of Pardons and the Board of Parole. As a result, we have placed much emphasis on training of Board members throughout this year, both formal and informal. In addition to participation in a strategic planning retreat funded by the National Institute of Corrections, each Board and Committee member completed over forty hours of relevant training. Training focused on legal issues; challenges surrounding offenders with substance abuse and mental health issues; the revocation process; condition setting; challenges and barriers in working with women; the elements of the decision making process through the use of evidence-based practices for determining offender risk, needs, and motivation to change. Our training calendar for 2014 is currently under development and all members are looking forward to the training opportunities.

The Governor has appointed an experienced and dedicated team to serve on the Board of Pardons and Committee on Parole. We share the desire to enhance public safety of Louisiana's communities and, as a team, we are committed to providing the citizens of Louisiana with an independent, well-informed, just, and careful clemency and parole process. The Board is actively engaged in the development, implementation, and evaluation of change to enhance our processes.

Sheryl M. Ranatza, CCE
Chairman, LA Board of Pardons and Parole
sranatza@doc.la.gov

Members of the Board of Pardons and Committee on Parole

SHERYL M. RANATZA, Chair

After a career that spanned over 30 years, Mrs. Ranatza retired from the Department of Corrections in 2011. She served in a variety of management positions throughout the Department, with her last position being that of Deputy Secretary. Mrs. Ranatza was the first female in Louisiana to achieve the designation of Certified Corrections Executive by the American Correctional Association and remains a member several corrections affiliated organizations. She was appointed as Chair of the Louisiana Board of Parole in February 2012 and Chair of the Pardon Board in August 2012.

JIM WISE, Vice-Chairman

A graduate of Northwestern State University in Natchitoches, Louisiana, and the Calcasieu Regional Law Enforcement Training Academy, Mr. Wise served as a Deputy in the Calcasieu Parish Sheriff's Office for 18 years as supervisor over all uniformed divisions. He served as an Investigator at Louisiana State Penitentiary after having completed the Corrections Training Academy. Mr. Wise was first appointed to the Louisiana Board of Parole in 2004 and was recently appointed to the Pardon Board in August 2012 and serves as Vice-Chairman.

MATTHEW "RICKEY" HARDY

After achieving his paralegal degree, Mr. Hardy served as a member of the Lafayette Parish School Board for 13 years. In 2007, he was elected to the Louisiana House of Representatives and served the citizens in that capacity for 4 years. As a legislator Mr. Hardy served on the Education, Judicial, and Appropriations Committees. He was appointed to the Pardon Board in January 2012 and now also serves as a member of the Parole Committee.

HENRY "TANK" POWELL

In 1968, Mr. Powell achieved a degree in social work from Southeastern Louisiana University in Hammond, Louisiana. After a 30 year career, he retired from Prudential Insurance. Mr. Powell served 12 years in the Louisiana House of Representatives. He was appointed by Governor Jindal to the Louisiana Pardon Board in 2008 and now also serves as a member of the Parole Committee.

MICHAEL SLOCUM

A resident of Rapides Parish, Mr. Slocum's law enforcement career spans 30 years. Mike served numerous administrative positions with the Rapides Parish Sheriff's Office, ranging from Major and Commander of the Uniform Division, SWAT Commander, and Metro Narcotics Commander. He was instrumental in the implementation of the first School Resource Officer program in Louisiana. Mr. Slocum was nominated to serve as the Victims' Advocate to the Parole Board and was appointed to that position by Governor Jindal in March 2012. He was appointed to serve as the Victim's Advocate on the Pardon Board in August 2012.

At-Large Members of Committee on Parole

GRETA W. JONES

Mrs. Jones is a native of Union Parish and has devoted her life to community service activities on the national, state, and local level. Her continuing education includes courses in Psychodynamics and Mediation and she is a certified Parliamentarian. Mrs. Jones served as Vice-Chairman of the Tourism Development Commission as well as a member of Ouachita Expressway Authority. She is a member of the First Presbyterian Church of Monroe where she is an ordained Elder [inactive]. Mrs. Jones was appointed to the Louisiana Parole Board in 2008 by Governor Jindal and now serves as a member of the Parole Committee.

JERRIE LEDOUX

Ms. LeDoux received her B.A. in Communications Arts from Louisiana College in Pineville, Louisiana. She is currently pursuing a Masters Degree in Business/Organizational Communications. She has served on the Governor's Commission for Marriage and Family and as a volunteer lobbyist for Louisiana Family Forum. For the past 17 years Ms. LeDoux has served as an educator and State the Coordinator for the National TeenPact Leadership Schools. Governor Jindal appointed Ms. LeDoux to the Parole Board in 2010 and to the Parole Committee in August 2012.

Progress Toward Achieving Goals Set for 2013

In the Board's 2012 Annual Report, goals were established for 2013. Below is a summary of the Board's progress in that regard.

Strategic Planning

Goal: *Development of a strategic plan that articulates how the established mission will be carried out.*

Status: The National Institute of Corrections funded a two day strategic planning retreat for the Board and select staff. The Board developed operating agreements for parole panel sessions; identified strategic themes; developed case work due diligence objectives; identified strategy to support system change; and identified training objectives. During the planning session, the Board's Vision and Mission Statement was reviewed, revised, and adopted.

Team Development

Goal: *Further development of the team to ensure that members have the tools and abilities to understand and implement evidence based decisions.*

Status: Team development progressed nicely through various training sessions and activities:

- ✓ Revised Parole Committee rules and developed Board policies to correspond with administrative rules.
- ✓ Revised rules regarding the clemency process and developed Board policies to correspond with administrative rules.
- ✓ The board chair initiated routine monthly staff meetings with leadership and supervisory staff.
- ✓ With the merger of the Board of Pardons and Board of Parole, an organizational chart was updated and posted to the Board's webpage .
- ✓ (see also status of "Training" goal).

Training

Goal: *Include staff and other corrections partners in training events; provide training to other stakeholders regarding the cost benefit of parole.*

Status: Various training events were conducted throughout the year.

- ✓ The DOC's Director of Mental Health & Substance Abuse provided training to board members and staff regarding motivational interviewing; substance abuse education and substance abuse treatment; the use of the Static99 risk assessment instrument for male sex offenders.
- ✓ Probation & Parole (P&P) staff provided board member training regarding special conditions-- timing and dosage.
- ✓ The Louisiana Attorney General's office provided training regarding litigation issues, ethics, and the revocation process.

- ✓ Members received training by DOC staff on the Louisiana Risk Needs Assessment instrument(s).
- ✓ Members of the board address the Probation and Parole (P&P) Training Academy class prior to graduation
- ✓ When possible members of the P&P Training Academy class observe parole hearings prior to graduation
- ✓ Members of the Louisiana State University Law Centers Parole Clinic class began observing parole hearings
- ✓ All board members participated in a 2 session webinar by the National Parole Resource Center: Session I, "An Overview of Women Offenders; Challenges and Barriers in Working with Womeh; and the Importance of Being Gender Responsive; Session II, "Understanding Women's Trauma and Practice Implications"
- ✓ The Board Chair participated in a workshop at the Tulane School of Law, "Miller v Alabama, Sentencing and Resentencing in Louisiana." Her presentation was "Parole and Reentry Plans."
- ✓ Board members participated in webinar, "Increasing Positive Outcomes for Women Offenders".
- ✓ The at-large members of the Committee on Parole participated in a "ride-along" with P&P field staff.
- ✓ Board members participated in "Motivational Interviewing" training sponsored by the National Institute of Corrections, and "Condition Setting" sponsored by the Association of Paroling Authorities International.
- ✓ Board chair made a presentation to the Louisiana Sentencing Commission regarding progress and activities of the Board since the merger of the Pardon and Parole Boards.
- ✓ Board members and staff participated in a webinar sponsored by the Association of Paroling Authorities International, "Improving the Parole Process for Crime Victims and Survivors". Learning objectives included the identification of strategies to make the parole process more "victim-centric" and promising practices that can improve crime victims' participation in the parole process.
- ✓ All board support staff were trained in procedures for parole hearings (audio recordings, data entry, etc.)

Business Process Review

Goal: *Participate with the Department of Public Safety & Corrections information technology experts in the review of business processes to determine efficiency and effectiveness, and to streamline those processes.*

Status: The Board Chair and members of staff met with the DOC Information Technology group regarding the business processes for both pardon and parole. The processes are similar, but are somewhat different. Process maps were developed and will be considered by DOC when building the new Offender Management System (OMS). The OMS will provide an interface between the Board's activities and DOC offender records.

Reentry

Goal: *Collaborate with the Department of Public Safety & Corrections on further development of reentry programs for offenders housed in local jails in an effort to reduce recidivism for that population.*

Status:

- ✓ Implemented a mechanism for offenders to receive written notice of an upcoming parole hearing at least 14 days in advance of the hearing so that an offender can be properly prepared for the proceedings.
- ✓ Collaborated with the DOC to ensure that information about parole and the parole process is included in offender orientation.
- ✓ Participated in committee meetings of the Louisiana Sentencing Commission
- ✓ Members are now routinely invited to attend/participate in P&P monthly District Administrators' meetings.
- ✓ Members are now routinely invited to attend the monthly DOC Secretary's Management meetings.
- ✓ At least one board member participated in pre-release class at state prison facility
- ✓ The board revised the Parole Certificate, eliminating many options for the imposition of special conditions, as many of the special conditions listed on the parole certificate are already covered under general conditions of parole (thereby eliminating redundancy).

Information Sharing

Goal: *Use existing web capacity to disseminate information on the work of the Board of Pardons and Parole.*

Status: The Board Chair worked with the DOC Public Information Officer on revisions to the Board's webpage hosted on the DOC website.

- ✓ All board policies, directives, and organizational structure are now posted on the Board's webpage.
- ✓ A brochure "*Parole in Louisiana*" was developed, posted to Board's webpage and made available to the offender population.
- ✓ The Board Chair participated in reception/meeting of legislative committees.
- ✓ Revised the Clemency Application and made it available to the general public on the Board's webpage.
- ✓ Met with the DOC Information Technology Group to develop a mechanism for timely posting of hearing dockets to the Board's webpage.
- ✓ Revised information gathered for monthly statistical reporting for paroling authority activities; developed monthly statistical reporting for pardon activities.

Other Significant Activities

Cost Containment

Various cost containment measures were initiated:

- ✓ Re-organized the pardon and parole hearing schedules to reduce travel expenditures
- ✓ Discontinued the requirement that Probation & Parole district offices send multiple copies of Pre-Parole Investigation to the Board
- ✓ Fully implemented the use of scan/e-mail capabilities, improving efficiency

Victim Services

The board collaborated with the DOC's Division of Probation & Parole; Crime Victims Services' Bureau; and Policy, Review, and Development Division on revisions to the DOC regulation regarding crime victim notification. In addition, the board worked with the Crime Victims Services Bureau on revisions to correspondence sent to registered victims in order to explain when an offender is generally docketed for a parole hearing and how to locate that information.

The board is currently collaborating with the DOC Crime Victims Services Bureau on the development of a publication to be made available to victims regarding the parole process.

Pursuit of Accreditation

With the adaptation of our policies, the Louisiana Board of Pardons and Parole entered an accreditation contract with the American Correctional Association (ACA). All board members and staff participated in orientation and training regarding accreditation. The board is currently in the first phase of the accreditation process and hopes to be accredited early 2015. The accreditation process will use the 127 professional standards developed by the Commission on Accreditation for Corrections, "Standards for Adult Paroling Authorities (2nd Edition). According to the ACA, "These standards represent contemporary thought and judgment. They also set high levels of compliance for parole authorities pursuing accreditation....They are to be used ...as guidelines for self-improvement and as a stimulus for change in parole authorities."

Self-Assessment

Each board member completed a self-assessment of board activities over the past year. The assessment was developed by the National Parole Resource Center and focused on ten practice targets designed to:

- enhance public safety;
- contribute to the prudent use of public resources;
- offer an important opportunity for victims of crime to be respectfully heard and acknowledged;
- preserve paroling authority discretion; and
- provide important transparency and credibility; and

These practices are supported by research, embraced as "best practices" by the field, and articulated by the National Parole Research Center's project advisors and leadership.

Board members responded on their view of the Board's progress toward implementation of the ten practice targets:

1. *Use good, empirically-based actuarial tools to assess risk and criminogenic needs of offenders.*
2. *Develop and use clear, evidence-based, policy-driven decision making tools, policies and guidelines that reflect the full range of a paroling authority's concerns (e.g., punishment, victim issues, public safety, etc.)*
3. *Maintain meaningful partnerships with institutional corrections and community supervision (and others) to encourage a seamless transition process and the availability of sound, evidence-based programs.*
4. *Use influence and leverage to target institutional and community resources to mid and high risk offenders to address their criminogenic needs.*
5. *Consider for release at the earliest stage possible -- in light of statutes and other sentencing interests -- offenders assessed as low risk.*
6. *Use the parole interview/hearing/review process as an opportunity to, among other goals, enhance offender motivation to change.*
7. *Fashion condition setting policy to minimize requirements on low risk offenders, and target conditions to criminogenic needs of medium and high risk offenders.*
8. *Develop policy-driven, evidence informed responses to parole violations that incorporate considerations of risk, criminogenic need and severity, assure even-handed treatment of violators, and utilize resources wisely.*
9. *Develop and strengthen case-level decision making skills/capacities.*
10. *Develop and strengthen agency level policy making, strategic management and performance measurement skills/capacities.*

During the self-assessment each member was asked to rate the importance of bringing each practice target to full implementation. As a group, the Board adopted all 10 practice targets as goals to work toward.

GOING FORWARD

The following goals were identified and prioritized for 2014 to further strengthen the board's practice:

Priority#1: Obtain further motivational interview training for all members

Priority#2: Develop evidence-based, policy-driven decision making tools/guidelines

Priority#3: Strengthen performance measure skills/capacities

Priority #4: Strengthen case-level decision making skills/capacities

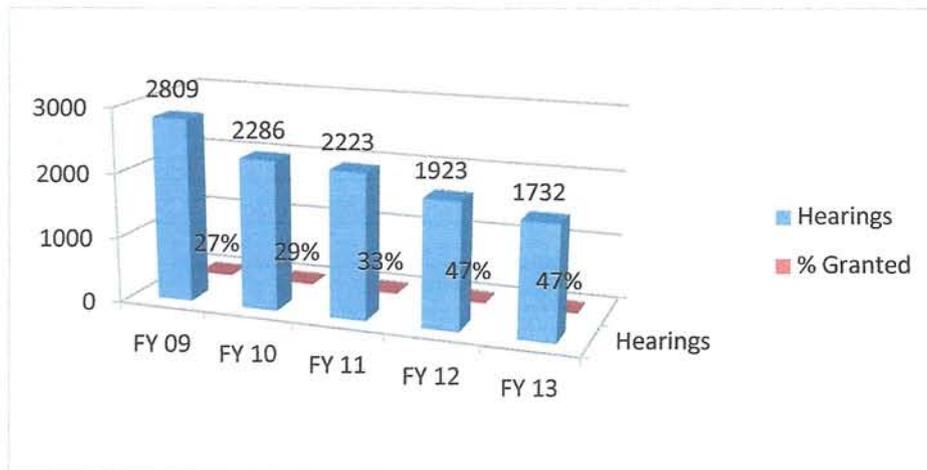
Priority#5: Minimize special conditions of parole on low risk offenders/target special conditions to criminogenic needs of medium and high risk offenders

FACTS AND STATISTICS

The chart below indicates the average yearly number of offenders under the jurisdiction of the Board of Pardons and Parole. The numbers include those who were released after being granted parole (discretionary) as well as those who were released by virtue of diminution of sentence (mandatory), all of whom are under supervision in Louisiana's communities.

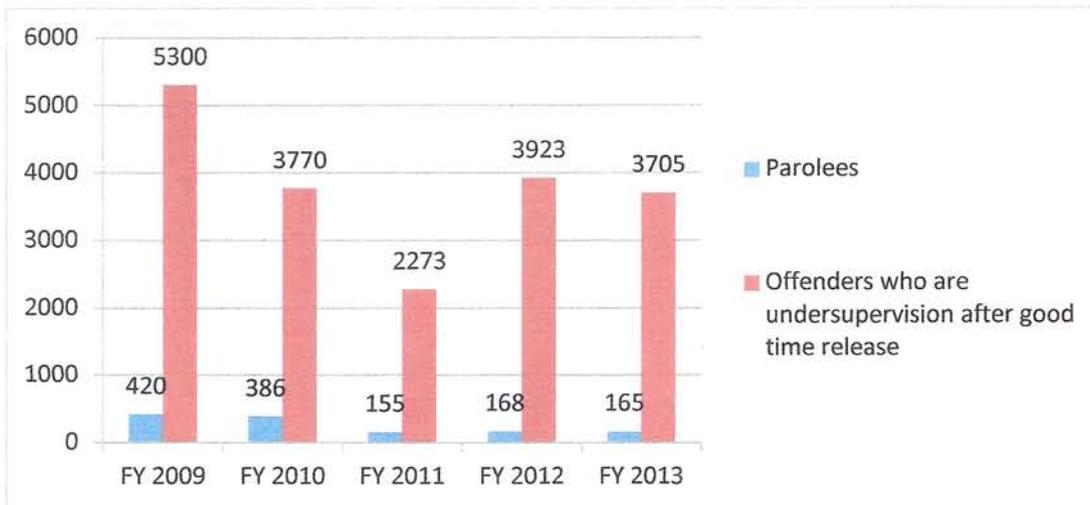


The following chart provides information on the total number of parole hearings conducted during each fiscal year as well as the percentage of offenders who were granted parole. It is important to note that during FY 13, 20% of those granted parole were required to participate in (and successfully complete) a rehabilitative program prior to parole release (e.g., GED, pre-release, substance abuse).

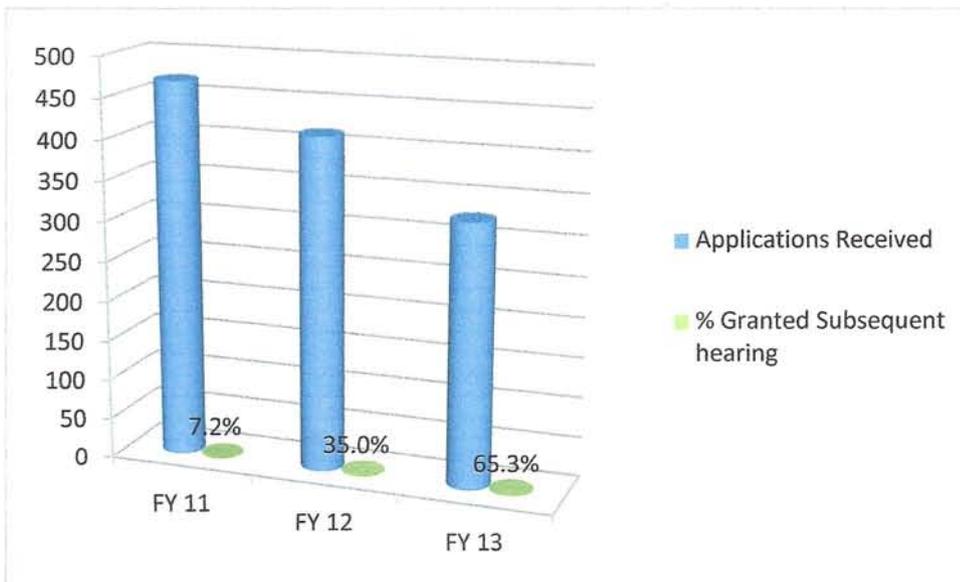


Each year, the large majority of revocations imposed by the Board are for offenders who were released by virtue of diminution of sentence, as compared to revocations for offenders who were granted parole.

REVOCATIONS



APPLICATION FOR 2ND OR SUBSEQUENT PAROLE HEARING

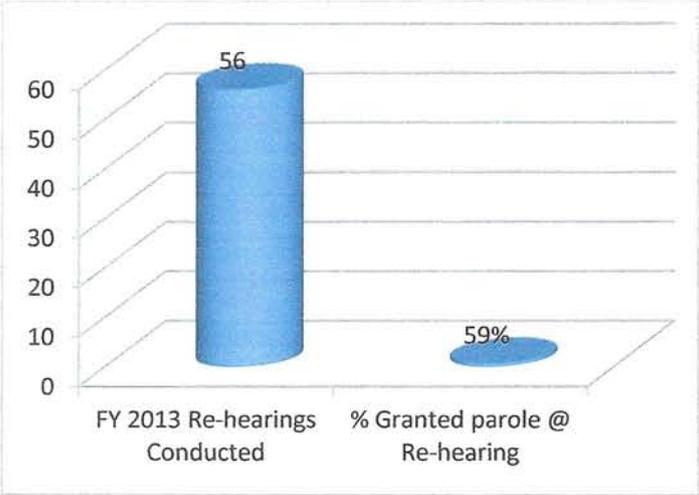


If parole is denied at the offender's initial parole hearing, the offender may apply for another hearing:

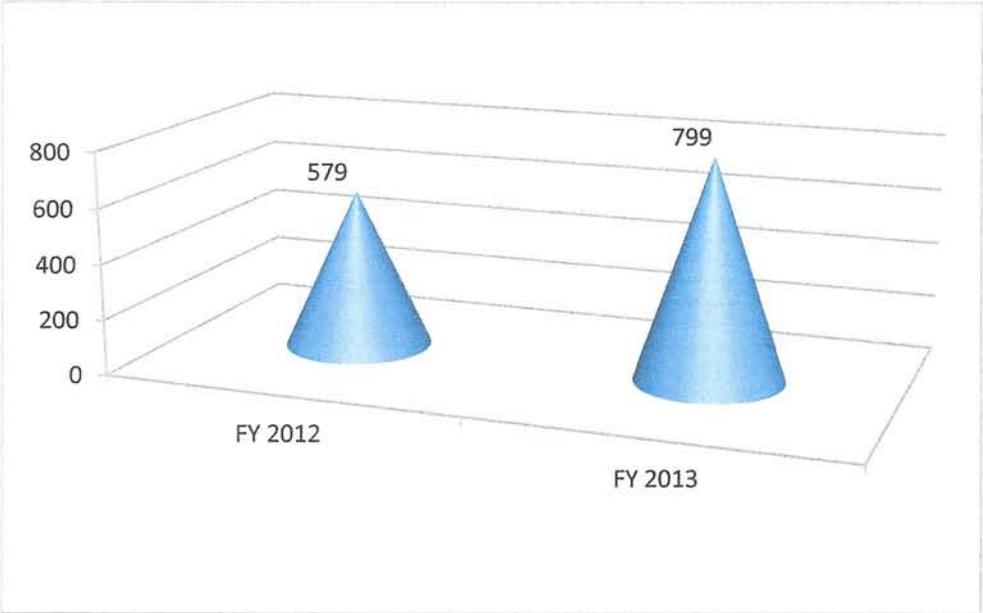
- Six months after initial parole hearing IF convicted for non-violent offense
- Two years after initial parole hearing IF convicted of violent offense or sex offense.

A granted request does not indicate that the offender was granted parole at the subsequent parole hearing.

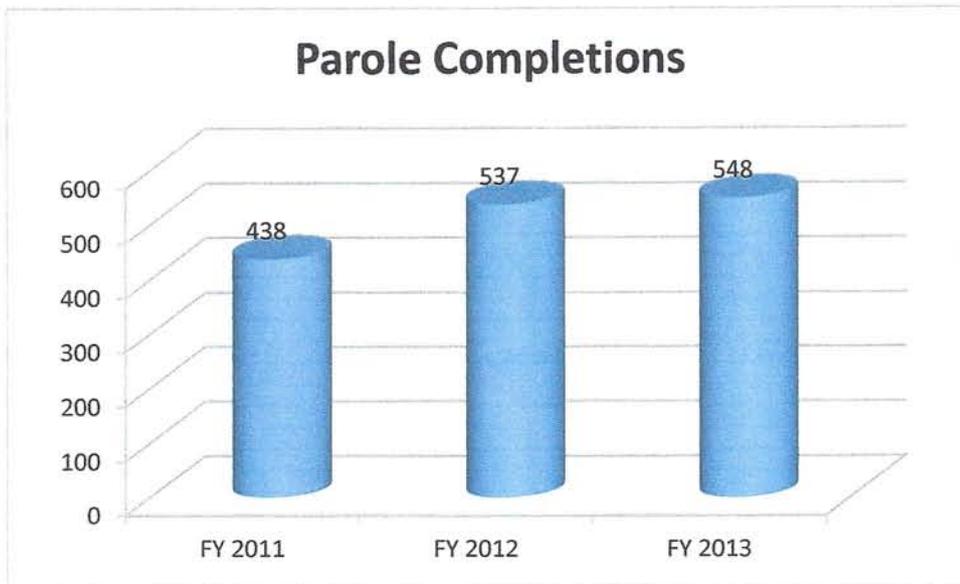
The Committee on Parole began tracking the number of re-hearings conducted/granted/denied during FY 2012-2013:



PAROLE RELEASES (routine monitoring of this data element began in FY 2011/2012)



PAROLE COMPLETIONS:



Improving Parole Completion Rates = Costs Avoided

YEAR	PAROLE COMPLETION RATE	COMPLETION RATE OVER BASELINE YEAR	ANNUAL COMPLETIONS IMPROVED OVER BASELINE YEAR	Annual COMPLETIONS IMPROVED AND COST AVOIDANCE OVER BASELINE YEAR		Cumulative COMPLETIONS IMPROVED AND COST AVOIDANCE OVER BASELINE YEAR	
				Baseline year	Baseline year	Baseline year	Baseline year
FY 2011	14%	Baseline year	438	Baseline year	Baseline year	Baseline year	Baseline year
FY 2012	19%	4%	537	99	\$262,191.60	99	\$262,191.60
FY 2013	19%	4%	548	110	\$291,324.00	209	\$553,515.60

Estimated savings are based on FY 13/14 costs.

For the purpose of estimating cost avoidance, it is assumed that a parolee will be released 4 months (on average [which is a conservative estimate]) prior to the good time release date. The average cost per day for incarceration in a local jail facility is \$24.39. The average cost per day for parole supervision is \$2.32.

The cost avoidance is calculated as follows:

120 days x Total prison costs (local jail facility) - Total supervision cost:

(# of improved parole releases x 120 days early release x \$22.07)

Other Activity Data

	<i>FY 12</i>	<i>FY 13</i>
OTHER BOARD ACTIONS		
Revocation - New Felony Conviction	782	682
Revocation - Final Hearing Waived	3802	3635
Terminations: Unsatisfactory	646	831
1st Technical Violations (Act 402)	1080	1074
Preliminary Hearing Deferred,	1792	1710
Warrant Issued	7428	7474
Reprimand Issued	1500	1329
Add/Remove Special Conditions of Supervision	1656	1569
TOTAL OTHER ACTIONS	18686	18304
<p>1 Committee on Parole authorized a hold on offender pending disposition of new criminal charges</p>		
MEDICAL PAROLE		
	<i>FY 12</i>	<i>FY 13</i>
Hearings Conducted	15	13
Medical Parole Granted	14	12



The Fiscal Year 2013 Annual Report
was prepared by the Chair and staff of the Board of Pardons and Parole.

For further information please contact:
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