

July 1, 2013

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



**Strategic Plan  
FY 2014-2015 to 2018-2019**

## **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 enhance public safety through the safe and secure incarceration of offenders, effective probation/parole supervision and proven rehabilitative strategies that successfully reintegrate offenders into society, as well as to assist individuals and communities victimized by crime. Through its partnership with the Louisiana Sheriffs' Association, the Department utilizes parish and local jails in addition to state correctional facilities to house offenders who have been committed to state custody and are awaiting transfer.

## **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 offenders 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  
CORRECTION SERVICES**

**GOALS & PRIORITIES**

Goals and priorities are built around the Department's commitment to public safety and rehabilitation and serve to guide performance in carrying out our mission. These goals and priorities include:

**I. Staff and Offender Safety**

We provide for the safety of staff and offenders by maintaining an organized and disciplined system of operations which enhance the stability of programs. All employees are provided training on the principles of the Code of Ethics of the American Correctional Association to demonstrate our commitment to professional and compassionate service.

**II. Provision of Basic Services**

We provide basic services relating to adequate food, clothing and shelter. We are further committed to delivering cost effective, quality health care services that maintain basic health and quality mental health services to contribute to the offender's satisfactory prison adjustment, and to diminish public risk presented by offenders upon release.

**III. Opportunity for Change**

We promote moral rehabilitation through program participation that will provide an environment that enables positive behavior change. This will be accomplished by making or identifying educational and rehabilitative opportunities available within the institution, or in the community for offenders under supervision, who demonstrate motivation for change and the desire to participate in such programs.

**IV. Opportunity for Making Amends**

Through the availability of opportunities for making restitution and participating in community restorative initiatives, offenders will be provided a mechanism to compensate individuals and communities harmed by crime.

**V. Reentry**

We are committed to developing partnerships throughout our communities to include victims, relevant groups, and public and private agencies. We recognize the importance of the role of the community, the victim and the offender in a successful criminal justice system. By using evidence-based practices, we will increase compliance with conditions of parole supervision and the ability of the offenders to reintegrate, which will result in safely reducing recidivism among Louisiana parolees and probationers.



## PRINCIPLE CLIENTS AND USERS

Corrections Services serves the citizens of the State of Louisiana by providing programs and services to ensure the safety of the public.

Victims' rights groups, citizens, and communities are served through programs focused on notification, restoration, and opportunities for offenders to make amends.

Incarcerated offenders receive services through the Administration, Incarceration, and Canteen programs at each state prison facility, the Purchase of Correctional Services program at the two privately operated facilities that house state offenders, and the Local Housing, Transitional Work Programs, and Reentry programs for offenders housed in facilities operated by Louisiana sheriffs. Families of incarcerated offenders are also served by Corrections Services through the various rehabilitative programs which are offered to incarcerated offenders that promote the family unit and provide instruction on family values.

Offenders under supervision in the community by Probation & Parole receive services through the Administration and Field Services Programs in each Probation & Parole District in Louisiana.

Corrections Services works in partnership with local law enforcement to share relevant information about offenders and to provide identification of offenders through fingerprinting and DNA testing. Probation and Parole Officers serve as peace officers and assist local law enforcement and the U. S. Marshal Service with service and execution of warrants. The Department also assists local law enforcement throughout the state with chase and apprehension of suspects, drug interdiction activities, crowd control and other tactical responses by the Chase and Tactical Teams.

## DUPLICATION OF EFFORT

The Department avoids duplication of effort through various means. Strategic partnerships with other state agencies (Louisiana Workforce Commission, Department of Social Services, Department of Health and Hospitals, Louisiana State University Health Sciences Center, Department of Education) have been developed to coordinate the efficient and effective provision of services to the offender population.

Staff engages in internal reviews and compiles a monthly performance report which is widely circulated to assist in internal decision making. Senior Staff meet regularly to review reports and, based on the data that is collected, to consider whether individual programs are achieving established goals. This review of performance data assists management in identifying strengths and alerts staff of areas to monitor.



The Department also works to establish best practices and document efficiencies, while working to ensure that what has been learned can become standard operating procedure. In addition, the Department works to clearly define mission and objectives for all programs to ensure unique and complementary activities across the Department.

Performance audits and other external evaluations are carefully reviewed 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 stabilization of the growth in incarceration, the labor market, changes in legislative mandates, limited funding, the judicial system, and sentencing difficulties.

The relationship between education, poverty, and crime is a critical factor that may also affect goal accomplishments. Statistics show that the level of education is directly linked to the extent of poverty in America. Louisiana ranks 47<sup>th</sup> in basic education skills and 1<sup>st</sup> in high school dropout rate. Individuals living in poverty face an increased risk of adverse outcomes, such as poor health and criminal activity. Louisiana ranks 4<sup>th</sup> in the nation for children living in poverty.

#### **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 the highest in the nation. According to the most recent report from the PEW Center on the States – Public Safety Performance Report, Louisiana's incarceration rate ranks #1 in the nation per capita. One in 26 Louisiana adults is under correctional control, as compared to 1 in 31 nationally. Louisiana's incarceration rate has grown 272% since 1982.

In 2008, Louisiana ranked 10<sup>th</sup> nationally for the overall crime index rating. In 2009, Louisiana moved up to 5<sup>th</sup> and at year end 2010, Louisiana ranked 9<sup>th</sup> for the overall crime index. There are no rankings to date for 2011. While nationally, crime rates seem to be decreasing, in Louisiana rates are increasing at alarming rates. Clearly, crime in Louisiana is a serious problem, with both violent and nonviolent offenses exceeding national averages.

The current operational capacity of the State's prison system is 18,483. The State's offender population housed at the local level as of December 31, 2012 was at 21,571. JFA Associates, LLC forecasts that total commitments to the State's secure facilities (state and local) are projected to increase by an overall average of 1.4% each year through year 2019.<sup>1</sup>



Both *external* (demographic, socio-economic, crime trends) and *internal* (various decision points within the criminal justice system) cumulatively determine prison admissions and length of stay.

### The Challenge

Decision-makers usually examine incarceration rates in terms of fiscal impact. The increasing number of persons incarcerated in Louisiana is beginning to have another impact that demands attention.

The cycle of re-arrest and lengthier prison stays is costly to the local and state community. The cost of recidivism to the community includes the cost of prosecution, incarceration, and loss of all social and economic benefits that come with having a productive citizen. Additional losses include the erosion of families, public safety and secure communities.

The old model of focusing on incarceration and releasing the offender with little emphasis on rehabilitation and reentry has proven insufficient. A new model that addresses the needs of offenders, while at the same time addresses the needs of the community is critical.

Reentry poses two fundamentally interrelated challenges: 1) providing for the public's safety and welfare, and 2) ensuring that the returning offender properly integrates back into the community as a productive citizen. The need to guide these two competing interests requires collaborative "buy in" from numerous agency partners as well as citizens within the community.

Community support is vital to reentry efforts. The use of initiatives that address both the community and victim's issues is the key to effective and long term reentry. The use of restorative justice processes aids in the long-term healing that is necessary for the community, the offender, and just as importantly, the victim. Without community-wide acceptance of reentry efforts, offenders' odds of success in the community are decreased, which increases the likelihood that they will recidivate.

Equally vital to our success in Louisiana is ensuring that reentry efforts are duplicated for state offenders housed in local level facilities, where over half of the state's offender population is housed. Approximately 78% of all offender releases are from the local level. As such, a component of our reentry success will also include evaluation of the services provided to this unique population.

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<sup>1</sup> Base admissions represent the prison admissions growth observed over 5 years



## Program Evaluations

The Office of Adult Services routinely coordinates and conducts monitoring visits of state prisons, local facilities, and transitional work programs to monitor performance and adherence to standards and policies. In addition, the Division of Probation and Parole conducts site visits of its district offices throughout the state to monitor performance and adherence to standards by district offices. The Office of Management and Finance performs site audits of human resources, information technologies, fiscal and budget areas of operation to verify compliance with Department and state policies and regulations. The Division of Internal Audit develops a multi-year audit plan to examine and evaluate internal controls of the Department's operational activities and ensure compliance with regulatory policies and procedures.

The emphasis on reporting has shifted beyond collecting and reviewing information 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 2019

##### Strategy I.1.1

Conduct ongoing formal internal review of programs/operations as a catalyst for positive change

##### Strategy I.1.2

Monitor monthly performance reports

*State Outcome Goal: Public Safety*

*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

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 and the number of offenders participating in accountability exercises or dialogue on an annual basis by 1% by 2019

**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 offender awareness of debts owed their victims and the community

*State Outcome Goal: Public Safety*

*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 crime victim notification requests (first contacts only)

Number of victims notified of release from custody (full term, death, other)

**III. Sustain reentry efforts to ensure the focus on reentry in Louisiana is maintained on an annual basis**

**Objective III.1**

Increase reentry and pre-release preparation for offenders housed in state prison facilities on an annual basis

**Strategy III.1.1**

Develop human resources that will aid in reentry operations



### **Strategy III.1.2**

Develop revenue sources that can be used to fund various activities in the reentry process through the acquisition of grant-based monies obtained from foundations, state, and federal sources

*State Outcome Goal: Public Safety*

*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 enrolled in pre-release programming

### **Objective III.2**

Increase the number of local level reentry and day reporting centers and increase the number of local level Certified Treatment and Rehabilitative Programs and pre-release programs (100 hour) on an annual basis

### **Strategy III.2.1**

Increase community outreach efforts to educate the effectiveness of reentry and its impact on recidivism

*State Outcome Goal: Public Safety*

*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 local reentry centers

Number of local day reporting centers

Number of Certified Treatment and Rehabilitative Programs

Number of pre-release programs (100 hours)

## **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 2019

##### 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

*State Outcome Goal: Public Safety*

*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

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

#### Objective I.2

Receive the maximum 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

*State Outcome Goal: Public Safety*

*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 annual premium credited from Office of Risk Management



## 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 Chief of Operations leads and directs the Department's audit team, which conducts operational audits of all adult institutions and local facilities and assists all units with matters relative to the maintenance of ACA accreditation. Staff in this office also supports the Administrative Remedy Procedure (offender grievance and disciplinary appeals). The Office of Adult Services also provides oversight of local facilities.

### GOALS

#### I. The Adult Services Program will maximize capacity utilization.

##### Objective I.1

Maintain the adult offender institution population at a minimum of 99% of design capacity through 2019

##### Strategy I.1.1

Provide operational services efficiently and effectively.

*State Outcome Goal: Public Safety*

*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

Offender population as a percentage of maximum design capacity

Average cost per day per offender bed

Average cost per day per offender bed, all state correctional facilities, excluding Canteen

Average cost per day per offender bed, system-wide, excluding canteen (Adult Institutions and LHSAO)



**II. The Adult Services Program will provide basic/broad-based educational/vocational programs to adult offenders 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 offenders receiving GED and vo-tech certificates by 5% by 2019

**Strategy II.1.1**

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

**Strategy II.1.2**

Allow offenders 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 all offenders for educational functioning upon intake and periodically throughout the incarceration period

*State Outcome Goal: Public Safety*

*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 educational activities

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

Percentage of the eligible population enrolled in vocational activities

Percentage of offenders released who earned high school diploma, GED, or vo-tech certificate while incarcerated

Average monthly enrollment in adult basic education program

System-wide average monthly enrollment in vo-tech program

System-wide average monthly enrollment in literacy program



Percent of population assigned to prison skilled trades (maintenance) jobs that are within 3 years of transitional work program eligibility date

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

**Objective III.1**

Reduce recidivism by 5% by 2019

**Strategy III.1.1**

Increase participation in Re-entry programs which are 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 provide offenders with the opportunity for gainful employment 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.

*State Outcome Goal: Public Safety*

*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 adult offenders system-wide

Recidivism rate for offenders housed in state correctional facilities

Of total releases, percentage of total offender population enrolled in pre-release program

Of total releases, percentage of offenders who require community resources for mental health counseling/substance abuse treatment

**Objective III.2**

Reduce recidivism for educational and faith-based participants by 5% by 2019



**Strategy III.2.1**

Increase participation in educational and faith-based programs that give offenders a graduated transition into the community

*State Outcome Goal: Public Safety*

*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 of offenders participating in educational programs

Recidivism rate of offenders participating in faith-based programs

Number of offenders released annually

Number of offenders returned annually

**Objective III.3**

Reduce recidivism rate for sex offenders by 2% by 2019

**Strategy III.3.1**

Develop and implement a Victim Awareness Program for sex offenders incorporated into Reentry programming

**Strategy III.3.2**

Ensure that all sex offenders are reviewed by the Sex Offender Assessment Panel at least six months prior to release

*State Outcome Goal: Public Safety*

*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 sex offenders

Number of sex offenders released who were reviewed by the Sex Offender Assessment Panel prior to release

Number of offenders reviewed by the Sex Offender Assessment Panel who were recommended to sentencing court for consideration of designation as sexual violent predator and/or child sexual predator

**IV. Maximize public safety through appropriate and effective correctional, custodial, and supervisory programs**



**Objective IV.1**

Reduce and maintain the number of escapes from state prisons to zero by 2019, and apprehend all escapees at large

**Strategy IV.1.1**

Follow Department regulations and ACA standards

**Strategy IV.1.2**

Provide training for correctional officers annually (40 hours) on policies, procedures, and best practices

**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

*State Outcome Goal: Public Safety*

*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

V. **To provide access to routine and emergency health care that reflects community care standards and operates in an efficient and cost-effective manner**

**Objective V.1**

To provide all non-primary health care service needs of the offenders including but not limited to emergency, inpatient, diagnostic, procedures, and specialist visits using evidenced based clinical guidelines and cost containment practices

**Strategy V.1.1**

Develop a matrix of services to be provided which will reflect on-site, telemedicine, and off-site services

**Performance Indicators**

Number of on-site specialist visits completed

Number of off-site specialist visits completed



Number of diagnostic tests completed on-site

Number of diagnostic tests completed off-site

**Objective V.2**

To improve chronic care management to reduce long-term complications

**Strategy V.2.1**

Develop health care programs tailored to the specialized health care needs of high risk and other special needs populations (i.e., geriatric care, diabetes, high blood pressure, heart disease, asthma, HIV, hepatitis, high cholesterol, etc.)

**Strategy V.2.2**

Identify offenders with chronic medical conditions eligible for established chronic health care programs through a focused evaluation during the intake process or during subsequent health evaluations

*State Outcome Goal: Public Safety*

*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 deaths from suicide (system-wide)

Number of deaths from violence (system-wide)

Number of deaths from illness (system-wide)

Number of positive responses to tuberculosis test (system-wide)

Average number of HIV positive offenders (system-wide)

Average number of offenders diagnosed with AIDS (system-wide)

Average number of offenders diagnosed with Hepatitis C (system-wide)

Percentage of offenders with Hepatitis B or C who were seen in chronic care clinic

**Objective V.3**

To provide efficient, onsite healthcare and to make only appropriate referrals to off-site care



**Strategy V.3.1**

Establish a referral review process to ensure appropriateness of off-site referrals

**Strategy V.3.2**

Establish a health care trip return review process to ensure that recommendations are appropriate and follow-up, if recommended, is necessary

**Strategy V.3.3**

Use a priority system during health care provider's evaluation of routine sick call

*State Outcome Goal: Public Safety*

*Children's Cabinet Link: Not Applicable*

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

*Other Link(s): Not Applicable*

**Performance Indicators**

Percent of emergency off-site admissions for emergency off-site medical trips

Number of offender visits to non-DOC health care providers' clinics per 1,000 offenders (excluding telemedicine)

Number of offender visits conducted via telemedicine

Number of offenders over age 60 (system-wide)

Average age of offenders (system-wide)

**Objective V.4**

To develop an efficient discharge planning process to ensure continuity of care upon release with a focus on successful reentry into the community

**Strategy V.4.1**

To identify offenders with medical and mental health conditions six months prior to their earliest release date

**Strategy V.4.2**

Conduct an individualized discharge care plan which will include assessment for any disability benefit (Medicaid/Medicare, AIDS drug assistance plan) and linking the releasing offender to community resources

*State Outcome Goal: Public Safety*

*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 releasing offenders with HIV who have been approved for Aids Drug Assistance Program

Percentage of releasing offenders on psychotropic medications who have been scheduled for follow-up appointment in the community before their discharge

**VI. To develop and implement a comprehensive mental health program to screen, diagnose and treat mental illness, developmental disabilities, and substance abuse**

**Objective VI.1**

Identify offenders who require mental health treatment through a comprehensive evaluation process to include assessment of psychological symptoms and treatment history, psychological and personality functioning, cognitive functioning, academic achievement, and substance abuse risk; to develop an individualized treatment plan based on a multi-disciplinary approach to rehabilitation

**Strategy VI.1.1**

Use evidence based, goal oriented assessment and treatment curriculums

**Strategy VI.1.2**

To provide mental health services to the mentally ill population and to those identified with developmental disabilities based on needs assessment; to utilize an evidence-based treatment curriculum tailored specifically to the needs of the offender; to provide stabilization of the mentally ill and prevention of psychiatric deterioration

**Strategy VI.1.3**

To increase the bed capacity for the treatment of the chronically mentally ill at Elayn Hunt Correctional Center

**Strategy VI.1.4**

To provide substance abuse programs and treatment available to offenders identified with substance abuse or dependency; to utilize an evidence-based treatment curriculum tailored specifically to the needs of the offender

**Strategy VI.1.5**

To develop an efficient discharge planning process to ensure continuity of care upon release with a focus on successful reentry into the community

*State Outcome Goal: Public Safety*

*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 population identified with a substance abuse or dependency diagnosis enrolled in substance abuse treatment

Percentage of population identified with a chronic mental health diagnosis enrolled in treatment

**Program D: Board of Pardons and Committee on Parole**

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

**MISSION OF THE BOARD OF PARDONS**

The mission of the Board of Pardons, whose members are appointed by the Governor and confirmed by the State Senate, is to recommend the resolution of clemency matters to the Governor (that is, commutation of sentence, restoration of parole eligibility, pardon, and restoration of rights) as provided by the Louisiana Constitution. No favorable recommendation for any type of clemency is implemented until action is taken by the Governor.

**GOAL**

- I. The Board of Pardons will continue to provide expeditious hearings and objective determination of applications for clemency and reintegration of offenders into society in a manner consistent with public safety.**

**Objective I.1**

Decrease the number of applications backlogged by 5% by 2019

**Strategy: I.1.1**

Staff prepares documentation for Board of Pardons review

*State Outcome Goal: Public Safety*

*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

Number of applications backlogged for hearings

Number of cases recommended to the Governor

Number of cases approved by the Governor



### MISSION OF THE COMMITTEE ON PAROLE

The mission of the Committee on Parole, whose members are appointed by the Governor and confirmed by the State Senate, is to determine the time and conditions of releases for eligible offenders in a manner that ensures public safety and facilitates an offender's integration into society, recognizing that the parole process is an essential element of the criminal justice system.

### GOAL

- I. **The Committee on 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 granted by 5% by 2019

#### Strategy I.1.1

Conduct timely hearings and make appropriate recommendations based on objective review

*State Outcome Goal: Public Safety*

*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 parole revocation hearings conducted

Number of parole hearings conducted

Number of total paroles granted

Number of medical paroles granted



## CORRECTIONS – CORRECTIONAL FACILITIES<sup>1</sup>

Louisiana State Penitentiary  
Avoyelles Correctional Center  
Louisiana Correctional Institute for Women (Diagnostic Center)  
Dixon Correctional Institute  
Elayn Hunt Correctional Center (Diagnostic Center)  
David Wade Correctional Center  
B.B. "Sixty" Rayburn Correctional Center  
Winn Correctional Center (privately managed)  
Allen Correctional Center (privately managed)

### MISSION

The mission of Correctional Facilities is to incarcerate in a humane, professionally sound manner offenders sentenced to prison and to provide safe prison operations. This includes quality hiring and in-service training of correctional officers, protecting the public from escape risks and protecting prison staff, contractors, and offenders from any exposure to violence to the extent possible within budgetary resources. It also includes reentry programs which provide pre-release education and transition services for offenders who have been committed to a state facility.

### 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 support in the day-to-day management of the unit, including maintenance of accreditation by the American Correctional Association.

### GOAL

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

#### Objective I.1

Reduce staff turnover of correctional security officers by 5% by 2019

#### Strategy I.1.1

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

*State Outcome Goal: Public Safety*  
*Children's Cabinet Link: Not Applicable*

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<sup>1</sup> Auxiliary services are offered at all of the above institutions.



*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**

Percentage turnover of Corrections Security Officers

Percentage of certified correctional professionals

Percentage of unit that is ACA accredited

**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 (activities include incarceration, healthcare, rehabilitative and diagnostic services) 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. This also includes the purchase of correctional services at Allen Correctional Center and Winn Correctional Center (equivalent to Incarceration Program activities at all state operated prisons).

**GOALS**

- I. **The Incarceration Program will continue to provide for the safety of the correctional staff and offenders 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 offenders per Corrections Security Officer through 2019

**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**

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



**Strategy I.1.3**

Improve management of problem offenders via management programs designed to encourage improved behavior

**Strategy I.1.4**

Maintain safe staffing levels

**Strategy I.1.5**

Maintain effective security procedures in all prisons

*State Outcome Goal: Public Safety*

*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 offenders per Corrections Security Officer

Average daily offender population

Number of assaults - offender on offender

Number of assaults - offender on staff

Number of major disturbances

Number of minor disturbances

Number of sex offenses

- II. **To further rehabilitative efforts by providing an environment that enables behavioral changes by making rehabilitation opportunities available to offenders, which will increase their odds of being successfully reintegrated into society.**

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

**Objective II.1**

To provide offenders with adequate education and vocational training to enable competition in the job market for gainful employment



### **Strategy II.1.1**

Provide a full range of work programs to allow opportunities for offenders to gain marketable job skills, training, economic self-sufficiency, reduce idleness and lower costs

*State Outcome Goal: Public Safety*

*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 Certified Treatment and Rehabilitative Programs

Number of population completing Certified Treatment and Rehabilitative Programs

Percent of population assigned to prison skilled trades (maintenance) jobs that are within 3 years of transitional work program eligibility date

Percentage of population enrolled in education programs that are within 3 years of transitional work program eligibility date

Percentage of population enrolled in vocational programs that are within 3 years of transitional work program eligibility date

## **III. Through the provision of quality health services, assure that the health of all offenders is adequately evaluated and that proper and effective treatment is provided as needed in order to maintain offender health**

### **Objective III.1**

Ensure that offenders and staff live and work in a controlled environment which maintains infection control standards to monitor evaluate, treat, and contain the spread of communicable and contagious diseases; ensure offender education regarding disease management in order to reduce by 1% the percentage of offenders with communicable or chronic diseases by unit by 2019

### **Strategy III.1.1**

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

### **Strategy III.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.



**Strategy III.1.3**

Ensure there are written policies and plans of action to address the management of infections, communicable and contagious diseases, including guidelines to contain and/or eliminate the spread of bacterial and viral infections.

**Strategy III.1.4**

Engage multi-disciplinary team to review and monitor communicable/contagious diseases and infection control activities.

*State Outcome Goal: Public Safety*

*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 offender population diagnosed with a chronic disease by unit

Percentage of offender population diagnosed with a communicable disease by unit

*State Outcome Goal: Public Safety*

*Children's Cabinet Link: Not Applicable*

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

*Other Link(s): Not Applicable*

**IV. Through the diagnostic process, effectively classify, reclassify, and place offenders in the facility best suited to the offender's and society's needs.**

**Objective IV.1**

Maintain average occupancy levels through 2019

**Strategy I.1.1**

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

**Strategy I.1.2**

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

**Strategy I.1.3**

Complete the Texas Christian University Drug Assessment Instrument (TCUD) on each incoming offender to identify special needs/risks and appropriate placement. A Louisiana Risk Needs Assessment (LARNA) may also be completed in conjunction with TCUD.



*State Outcome Goal: Public Safety*  
*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 through the Reception Centers annually

Average occupancy of Reception Centers

**Program F: Auxiliary**

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

**PROGRAM DESCRIPTION**

The Offender Canteen Fund is administered as a service to offenders. The fund is used to account for purchases by offenders of consumer items from the institution's canteen. The institution supplies basic food and hygiene products to offenders. However, the Offender Canteen Fund provides a mechanism for offenders 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 canteen sales.



## PROBATION AND PAROLE

### MISSION

The mission of the Division of Probation and Parole is to enhance public safety and reduce offender recidivism by providing community supervision to adult criminal offenders by implementing evidence-based practices and programs through a comprehensive Reentry Program that assists and motivates offenders to become law-abiding citizens and productive members of their community. The Division also conducts various comprehensive investigations for the decision makers of the criminal justice system.

#### **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 review and development, financial management, staff training, 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.

### 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 Board of Pardons and Parole, and the Interstate Compact states.**

#### **Objective I.1**

Maintain a low average cost per day per offender supervised while maintaining 100% American Correctional Association (ACA) accreditation through 2019

#### **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

### **Strategy I.1.3**

Provide intense training for staff and ensure training opportunities that prepare staff for the most effective implementation of their duties

*State Outcome Goal: Public Safety*

*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 provide community supervision to adult offenders who are placed on probation by the court or released from incarceration on parole. The Division's goals are to enhance public safety and reduce recidivism by implementing a comprehensive Reentry Program consisting of evidence-based practices, such as, the use of validated offender assessment instrument(s), the effective use of evidence-based community resources, such as, substance abuse and mental health treatment, the use of motivational interviewing, frontloading resources on medium to high risk offenders, the use of day reporting and transition centers, and the consistent, timely and proportionate provision of rewards and sanctions for offender behavior. The Division's overall goal is to enhance long term public safety by providing offenders under our supervision with the opportunity, motivation, and programs to effect positive behavior change to become productive members of their community.

The Division also conducts a range of comprehensive investigations including the pre-sentence investigation for the court, pre-parole investigations and clemency investigations for the Board of Pardons/Committee on Parole, and collects numerous criminal justice funds, fines, supervision fees, and victim's restitution.

### **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, utilizing evidence based practices in the supervision model.**



**Objective I.1**

Reduce the average caseload per agent by 5% by 2019

**Strategy I.1.1**

Continue to identify cases for early termination, suspension of supervision/administrative cases

**Strategy I.1.2**

Continue to utilize LARNA as a risk assessment model

*State Outcome Goal: Public Safety*

*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

Average number of offenders under electronic surveillance

Total number of Probation and Parole cases closed

Percentage of cases closed that are satisfactory completions

Number of offenders that do not return to prison

Percentage of cases closed that are closed due to revocation

Percentage of revocations that are due to technical violations

Percentage of revocations that are due to new felony conviction

**Objective I.2**

Reduce the number of offenders returning to prison based on technical violations committed while on community supervision by 5% by 2019

**Strategy 1.2.1**

Through the work of the Reentry Committee, ensure commitment to reentry strategies



**Strategy I.2.2**

Implement and monitor performance sanction grid utilized by all field agents

**Strategy I.2.3**

Continue the work of the Supervision Committee to ensure adherence to established contact standards

**Strategy I.2.4**

Continue to improve existing and develop new alternatives to incarceration, including resources for substance abuse counseling/therapy and diversion programs

**Strategy I.2.5**

Use available alternatives to incarceration when appropriate.

*State Outcome Goal: Public Safety*

*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**

Total number of revocations

Number of offenders who completed Day Reporting Center programs as an alternative to incarceration

Number of offenders who completed a diversion or community alternative program as an alternative to long-term incarceration

Recidivism rate for offenders who complete probation and parole 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 and works with these partners to establish opportunities for reentry programs and services for state offenders releasing from these facilities.

### 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 are awaiting transfer to Corrections Services through the program.**

#### Objective I.1

Utilize local facilities as cost-efficient alternatives to State correctional facilities while reducing recidivism rate by 5% by 2019

#### Strategy I.1.1

Ensure that basic jail guidelines are followed.

*State Outcome Goal: Public Safety*

*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 adult offenders housed per day in local facilities

Percentage of State adult offender population housed in local facilities

Recidivism for State offenders housed in local facilities

Number of Certified Treatment and Rehabilitative Programs

Number of population completing Certified Treatment and Rehabilitative Programs



Number of pre-release programs (100 hours)

**Program B: Transitional Work Program**

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 Transitional Work Program is to continue to provide for the housing of offenders who are qualified for these programs, providing offenders for a step-down transition prior to release from incarceration.**

**Objective I.1**

Increase the number of Transitional Work Program participants by 5% by 2019

**Strategy I.1.1**

Refine and further develop selection process.

*State Outcome Goal: Public Safety*

*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 transitional work programs

Average cost per day per offender for non-contract transitional work programs

Average number of offenders in transitional work programs per day

Recidivism rate of offenders who participated in transitional work programs

**Program C: Reentry Services**

Program Authorization: R.S. 15:824; R.S. 15:827, 827.1, R.S. 33.1432; R.S. 574.2-574.21; R.S. 15:1111

**GOAL**

- I. **The goal of the Local Reentry Services Program is to improve the recidivism rate of offenders housed in parish and local facilities by 5% by 2019.**

**Objective I.1**

Provide pre-release education and transition services for offenders who have been committed to state custody and are housed in parish and local facilities



**Strategy I.1.1**

Further develop the relationship with Louisiana sheriffs to emphasize reentry initiatives

**Strategy I.1.2**

Initiate reentry and transition centers in strategic regions of the state to offer 100 hours of pre-release education, vocational skills training, and transitional/discharge assistance to offenders

**Strategy I.1.3**

Utilize transitional work programs to provide on the job training and to develop an offender's work history resume'

*State Outcome Goal: Public Safety*

*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 state offenders housed in local facilities who completed reentry program prior to release

Recidivism rate reduction (for offenders housed in local facilities who complete local reentry center programs) Year 5

Number of state offenders housed in local facilities who complete a Certified Treatment and Rehabilitative Program while housed in local facility

Number of Certified Treatment and Rehabilitative Programs

Number of population completing Certified Treatment and Rehabilitative Programs



## LOUISIANA PRISON ENTERPRISES

### MISSION

The mission of Prison Enterprises (PE) is to lower the costs of incarceration by providing productive job opportunities to offenders that instill occupational and skills training, while producing quality products and services for sale to state and local governments, non-profit organizations, political subdivisions and others. Operation of Prison Enterprises' programs serves to further the DPS&C reentry initiative by enabling offenders to increase the potential for successful rehabilitation and reintegration into society.

### GOALS

- I. **Operate in a professional, customer focused work environment in order to provide quality products and services at competitive prices ensuring customer satisfaction and increased sales**

#### Objective I.1

Increase sales dollars by 5% by 2019

##### 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

*State Outcome Goal: Public Safety*

*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 volume of sales

#### Objective I.2

Decrease percentage of customer complaints by 10% by 2019

##### Strategy I.2.1

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



**Strategy I.2.2**

Continue to evaluate shipping methods and transportation equipment to minimize occurrences of damage during delivery

*State Outcome Goal: Public Safety*

*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

Percentage of orders damaged

**Objective I.3**

Provide 100% on-time deliveries by 2019

**Strategy I.3.1**

Improve communication between manufacturing, marketing/sales and transportation departments to establish realistic promised delivery dates for each product line

**Strategy I.3.2**

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

**Strategy I.3.3**

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

*State Outcome Goal: Public Safety*

*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 orders delivered on or before promised delivery date.

**Objective I.4**

Ensure that 100% of Prison Enterprises’ operating units are in compliance with American Correctional Association (ACA) Performance-Based Standards for Correctional Industries every three years

**Strategy I.4.1**

Conduct ongoing formal internal review of programs/operations



*State Outcome Goal: Public Safety*  
*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 operating units in compliance with ACA Performance-Based Standards for Correctional Industries

- II. Increase involvement in the Department's reentry efforts through the continued use of Occupational Job Titles for the offender workforce and through the expansion of offender work programs, and Private Sector/Prison Industry Enhancement (PS/PIE) programs**

**Objective II.1**

Increase the number of offenders working in PE programs by 5% by 2019

**Strategy II.1.1**

Continue attempts to meet institutional needs through expansion of product lines in a cost effective manner

**Strategy II.1.2**

Implement an incentive pay structure to encourage offender advancement within occupational job titles specific to PE programs

**Strategy II.1.3**

Continue attempts to attract and recruit private sector companies to establish PS/PIE Programs to further contribute to the mission of Prison Enterprises

*State Outcome Goal: Public Safety*  
*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 increase of offenders assigned to PE programs

Recidivism rate for offenders employed by PE

- III. Research, evaluate, expand and/or curtail existing industrial, agricultural or service programs, product lines, etc. based upon financial data, market trends, customer requests and overall operational value**



**Objective III.1**

Maintain self-sufficiency while ensuring continuity of operations to meet future obligations by limiting Cost of Sale increases to no more than 10% by 2019

**Strategy III.1.1**

Seek innovative ways to reduce costs per unit produced at each PE operation. Improve quality assurance and control in relation to both production and shipping of merchandise to reduce the number of complaints and errors, thereby increasing efficiency

**Strategy III.1.2**

Monitor and control warehousing of raw materials and finished goods and consider the effects of budget conditions on projected sales volume. Continue preventive maintenance on machinery, buildings and property and carefully consider timing of new equipment purchases

*State Outcome Goal: Public Safety*

*Children's Cabinet Link: Not Applicable*

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

*Other Link(s): Not Applicable*

**Performance Indicators**

Incentive wages paid to offenders

