

**MISSISSIPPI
DEPARTMENT
Of CORRECTIONS**

5 YEAR STRATEGIC PLAN

2018-2022

MISSISSIPPI DEPARTMENT OF CORRECTIONS

1. Comprehensive Mission Statement:

The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.

2. Philosophy:

The Mississippi Department of Corrections is a model professional agency that adheres to the values of integrity, honesty and openness in all of its practices. As correctional leaders, we believe the safety of the public is of paramount importance and fundamental to our mission. Recognizing that people make an organization, we value all of our employees and are committed to their professional development and well-being. We are committed to assisting inmate in becoming productive law-abiding citizens. As an agency, we provide excellence in public service and strive to continually improve.

3. Relevant Statewide Goals and Benchmarks:

Statewide Goal #1:

- To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice

Relevant Benchmarks #1:

- Crimes per 100,000 population (includes the crimes of murder, rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft)
- Reported arrests for drug abuse violations per 100,000 population
- Collection of monetary penalties (percentage of monetary penalties collected and distributed within the established timelines)
- State prisoners per 100,000 population (includes only inmates sentenced to more than a year)
- Average annual incarceration cost per inmate

- Percentage of inmate without a General Educational Development certificate (GED), high school diploma, or vocational certification upon incarceration who earned one prior to release
- Percent of released inmate with a General Educational Development certificate (GED) or higher
- Percent of released inmate with marketable job skills
- Percent of inmate who obtain a vocational certification in prison who obtain and retain a job (one year and five year follow up) in the vocation for which they were trained
- Percentage of released inmate served in re-entry program housing upon release
- Adult recidivism rate (re-incarceration within three years of initial release)
- Juvenile recidivism rate (re-incarceration within three years of initial release)
- Number of inside of prisons (contraband, violence, other significant rule violations)
- Number of crime victims provided with services
- Number of inmate receiving medical services for serious or chronic medical conditions
- Percentage of inmate exiting incarceration with the appropriate identification (birth certificate, Social Security card, and state identification card)
- Average emergency response time to natural and man-made disasters

4. Overview of the Agency 5-Year Strategic Plan:

Mississippi's prison population has grown by 17 percent in the last decade. In July of 2013, Mississippi prisons housed 22,600 inmates. Mississippi now has the second-highest imprisonment rate in the country, trailing only Louisiana. Absent policy change, these trends will continue and Mississippi will need to house an additional 1,990 inmates by 2024. This growth is estimated to cost the state an additional \$266 million in corrections spending over the next 10 years.

In an attempt to ease escalating prison costs over the past decade, between 2008-2010, the state adopted a series of patchwork release policies that undermined clarity in sentencing, created a disconnect between the corrections and criminal justice systems, and were ultimately unsuccessful at controlling prison population and cost growth.

Seeking a comprehensive and data-driven review of the sentencing and corrections systems, the 2013 Mississippi Legislature passed, and Governor Phil Bryant signed into law, House Bill 1231 to establish the bipartisan, inter-branch Corrections and Criminal Justice Task Force (Task Force).⁴ The Task Force was charged with developing policies that improve public safety, ensure clarity in sentencing, and control corrections costs. Beginning in June 2013, the Task Force analyzed the state's corrections and criminal justice systems, including an exhaustive review of sentencing, corrections, and community supervision data. Key findings include:

- Almost three-quarters of inmate entering prison in 2012 were sentenced for a nonviolent offense.
- More inmate are now entering prison for violations of supervision than for new crimes.
- Uncertainty about how long inmates will serve behind bars has helped push up sentence lengths by 28 percent over the past decade.
- Nearly one in three nonviolent inmate return to prison within three years of release.

Based on the analysis, the Task Force developed a comprehensive package of policy recommendations that fulfill its mission. Taken together, the Task Force's policy recommendations are projected to halt all projected prison growth and avert at least \$266 million in corrections spending through 2024.

During the 2014 legislative session H.B. 585 was passed in an effort to address the problems identified by the Criminal Justice Task Force. The main priority for MDOC over the next five years will be to implement the requirements of H.B. 585 in its policies and procedures.

Additionally, MDOC will continue to maintain care, custody and control over all inmate sentenced to MDOC and maintain associated treatment and education programs.

5. Agency's External/Internal Assessment

- Although H.B. 585 addresses some aspects of sentencing, MDOC has no control over the length of sentences imposed by the courts which has a direct effect on inmate populations.

- Following the trend in other state, the inmate population is becoming older and generally requires more medical care.
- MDOC relies upon inmate self-reporting education and employment histories allowing for some inaccurate data to be introduced into the classification process.
- Upon exiting the corrections system (all portions of the sentence expired), the MDOC has no further mechanism for tracking the progress of inmate.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2018 through FY 2022:

PROGRAM: SUPPORT

1. Mississippi State Penitentiary

GOAL A: To provide a safe and orderly working environment for staff and offender while providing meaningful work habilitation programs to prepare inmate for return to society and running an efficient agency.

General Administration

OBJECTIVE A.1: To maintain adequate security staff and housing commensurate with prison population

Outcome: Ratio of inmate population to correctional officers

Outcome: Percent of inmate daily population to operational capacity

A.1.1 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff Filled

Efficiency: Annual percentage of security positions filled

A.1.2 STRATEGY: Track the number of double shifts per filled security PIN

Output: Annual security staff filled

Output: Annual number of double shifts

Efficiency: Number of double shifts per filled security PIN

A.1.3 STRATEGY: Manage utilization of prison beds

Output: Annual average daily prison population

Output: Prison capacity

Efficiency: Percent of occupied prison capacity

Institutional Security

OBJECTIVE A.2. To provide safe and secure confinement

Outcome: Number of assault on inmates per 100 inmates

Outcome: Number of assaults on officers per 100 officers

A.2.1. STRATEGY: Random cell searches will be conducted in the housing units

Output: Number of random cell searches

Output: Number of contraband recoveries

Efficiency: Percentage of contraband recovered per cell search

Explanatory: Removing contraband from housing units is essential to prison security and must occur on a regular basis and be documented and monitored.

A.2.2 STRATEGY: Track serious injuries due to inmate on staff assaults

Output: Annual number of inmate on staff assaults

Output: Annual number of inmate on staff assaults with serious injuries

Efficiency: Percentage of inmate on staff assaults with serious injuries

A.2.3 STRATEGY: Track number of inmate on inmate assaults

Output: Annual number of inmates

Output: Annual number of inmate on inmate assaults

Efficiency: Rate of inmate on inmate assaults per 100 inmates

A.2.4 STRATEGY: Track percentage of positive drug screens for inmates

Output: Annual number of drug screenings administered

Output: Annual number of positive results

Efficiency: Percentage of positive drug screens

Other Institutional Services

OBJECTIVE A.3. To promote positive behavioral change through continuous inmate assessment, reclassification and delivery of case management services

Outcome: Rate of serious and major institutional infractions per 1000 inmates

A.3.1. STRATEGY: Conduct reclassifications for inmate population every 12 months

Output: Number of annual inmate objective reclassifications

Output: Number of inmates eligible for objective reclassification

Efficiency: Percent of objective reclassifications completed

A.3.2. STRATEGY: Track case manager contacts with inmate population

Output: Annual average inmate population

Output: Annual average case manager contacts

Efficiency: Percent of case manager contacts with inmate population

A.3.3. STRATEGY: Track institutional rule violations per month

Output: Average Inmate population

Output: Average number of serious and major rule violations

Efficiency: Percentage of serious and major rule violations

Evidence Based Interventions

OBJECTIVE A.4. To provide effective alcohol and drug treatment programs

Outcome: Recidivism rate for inmates who complete the A&D Program

A.4.1. STRATEGY: Measure of available capacity for A&D treatment needs

Output: Annual number of inmates requiring A&D services

Output: Annual number of inmates served by A&D Program

Output: Number of A&D Program slots available

Efficiency: Percentage of inmates needing A&D that were served

A.4.2. STRATEGY: Measure cost efficiency of A&D Program

Output: Number of inmates served by A&D Program

Output: Annual cost of A&D Program

Efficiency: Average cost per offender in A&D Program

A.3.3. STRATEGY: Measure program success rate of A&D Program

Output: Number of inmates enrolled in A&D Program

Output: Number of inmates successfully completing A&D Program

Efficiency: Percent of inmates successfully completing A&D Program

OBJECTIVE A.4. To operate effective and efficient Adult Basic Education (ABE) for inmates.

Outcome: Recidivism rate for inmates who complete the ABE Program

A.4.1. STRATEGY: Measure of available capacity for ABE needs

Output: Number of inmates determined to need ABE Program

Output: Number of inmate served by ABE Program

Output: Number of ABE Program slots available

Efficiency: Annual percent of inmates needing ABE that were served

A.4.2. STRATEGY: Measure cost efficiency of ABE Program

Output: Number of inmate served by ABE program

Output: Annual Cost of ABE Program

Efficiency: Average cost per offender in ABE Program

A.4.3. STRATEGY: Measure program success rate of ABE Program

Output: Number of inmates enrolled in ABE Program

Output: Number of inmates successfully completing ABE Program

Efficiency: Percent of inmates successfully completing ABE Program

OBJECTIVE A.5. To operate efficient and effective Vocational Education programs for inmates

Outcome: Recidivism rate for inmates who complete a vocational program

A.5.1. STRATEGY: Measure of available capacity for VOC-ED needs

Output: Number of inmates determined to need VOC-ED program

Output: Number of VOC-ED program slots available

Output: Number of inmates served by VOC-ED program

Efficiency: Annual percent of inmates needing VOC-ED that were served

A.5.2. STRATEGY: Measure cost efficiency of VOC-ED program

Output: number of inmates served by VOC-ED program

Output: annual cost of VOC-ED program

Efficiency: Average cost per offender in VOC-ED program

A.5.3. STRATEGY: Measure program success rate of VOC-ED program

Output: Number of inmates enrolled in VOC-ED program

Output: Number of inmate successfully completing VOC-ED program

Efficiency: Percent of inmates successfully completing VOC-ED program

Non-Evidence Based Interventions

OBJECTIVE A.6. To provide effective religious programs through collaboration with volunteers

Outcome: Annual cost savings for religious programs services provided by volunteers

A.6.1. STRATEGY: Measure of religious program participation and volunteer services

Output: Number of inmate contacts in religious program services monthly

Output: Number of volunteers delivering religious program services monthly

Efficiency: Average ratio of offender contacts to volunteers per month

A.6.2. STRATEGY: Measure cost efficiency religious program services delivered by volunteers

Output: Number of volunteer religious program service hours provided

Output: Per hour value of donated services

Efficiency: Monetary value of volunteer hours provided

PROGRAM: SUPPORT

2. Central Mississippi Correctional Facility

GOAL A: To provide a safe and orderly working environment for staff and offender while providing meaningful work habilitation programs to prepare inmate for return to society and running an efficient agency.

General Administration

OBJECTIVE A.1: To maintain adequate security staff and housing commensurate with prison population

Outcome: Ratio of offender to correctional officers

Outcome: Percent of inmate daily population to operational capacity

A.1.1 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff Filled

Efficiency: Annual percentage of security positions filled

A.1.2 STRATEGY: Track the number of double shifts per filled security PIN

Output: Annual security staff filled

Output: Annual average of double shifts

Efficiency: Average number of double shifts per filled security PIN

A.1.3 STRATEGY: Manage utilization of prison beds

Output: Annual average daily prison population

Output: Prison capacity

Efficiency: Annual percent of occupied prison capacity

Institutional Security

OBJECTIVE A.2. To provide safe and secure confinement

Outcome: Number of assault on inmates per 100 inmates

Outcome: Number of assaults on officers per 100 officers

A.2.1. STRATEGY: Random cell searches will be held in the housing units

Output: Number of random cell searches

Output: Number of contraband recoveries

Efficiency: Percentage of contraband recovered per cell search

Explanatory: Removing contraband from housing units is essential to prison security and must occur on a regular basis and be documented and monitored.

A.2.2 STRATEGY: Track serious injuries due to inmate on staff assaults

Output: Annual number of inmate on staff assaults

Output: Annual number of inmate on staff assaults with serious injuries

Efficiency: Percentage of inmate on staff assaults with serious injuries

A.2.3 STRATEGY: Track number of inmate on inmate assaults

Output: Annual number of inmates

Output: Annual number of inmate on inmate assaults

Efficiency: Rate of inmate on inmate assaults per 100 inmates

A.2.4 STRATEGY: Track percentage of positive drug screens for inmates

Output: Annual number of drug screenings administered

Output: Annual number of positive results

Efficiency: Percentage of positive drug screens

Other Institutional Services

OBJECTIVE A.3. To promote positive behavioral change through continuous inmate assessment, reclassification and delivery of case management services

Outcome: Rate of serious and major institutional infractions per 1000 inmates

A.3.1. STRATEGY: Conduct reclassifications for inmate population every 12 months

Output: Number of annual inmate objective reclassifications

Output: Number of inmates eligible for objective reclassification

Efficiency: Percent of objective reclassifications completed

A.3.2. STRATEGY: Track case manager contacts with inmate population

Output: Annual average inmate population

Output: Annual average case manager contacts

Efficiency: Percent of case manager contacts with inmate population

A.3.3. STRATEGY: Track institutional rule violations per month

Output: Average Inmate population

Output: Average number of serious and major rule violations

Efficiency: Percentage of serious and major rule violations

Evidence Based Interventions

OBJECTIVE A.4. To provide effective alcohol and drug treatment programs

Outcome: Recidivism rate for inmates who complete the A&D Program

A.4.1. STRATEGY: Measure of available capacity for A&D treatment needs

Output: Annual number of inmates requiring A&D services

Output: Annual number of inmates served by A&D Program

Output: Number of A&D Program slots available

Efficiency: Percentage of inmates needing A&D that were served

A.4.2. STRATEGY: Measure cost efficiency of A&D Program

Output: Number of inmates served by A&D Program

Output: Annual cost of A&D Program

Efficiency: Average cost per offender in A&D Program

A.3.3. STRATEGY: Measure program success rate of A&D Program

Output: Number of inmates enrolled in A&D Program

Output: Number of inmates successfully completing A&D Program

Efficiency: Percent of inmates successfully completing A&D Program

OBJECTIVE A.4. To operate effective and efficient Adult Basic Education (ABE) for inmates.

Outcome: Recidivism rate for inmates who complete the ABE Program

A.4.1. STRATEGY: Measure of available capacity for ABE needs

Output: Number of inmates determined to need ABE Program

Output: Number of inmate served by ABE Program

Output: Number of ABE Program slots available

Efficiency: Annual percent of inmates needing ABE that were served

A.4.2. STRATEGY: Measure cost efficiency of ABE Program

Output: Number of inmate served by ABE program

Output: Annual cost of ABE Program

Efficiency: Average cost per offender in ABE Program

A.4.3. STRATEGY: Measure program success rate of ABE Program

Output: Number of inmates enrolled in ABE Program

Output: Number of inmates successfully completing ABE Program

Efficiency: Percent of inmates successfully completing ABE Program

OBJECTIVE A.5. To operate efficient and effective Vocational Education programs for inmates

Outcome: Recidivism rate for inmates who complete a vocational program

A.5.1. STRATEGY: Measure of available capacity for VOC-ED needs

Output: Number of inmates determined to need VOC-ED program

Output: Number of VOC-ED program slots available

Output: Number of inmates served by VOC-ED program

Efficiency: Annual percent of inmates needing VOC-ED that were served

A.5.2. STRATEGY: Measure cost efficiency of VOC-ED program

Output: Number of inmates served by VOC-ED program

Output: Annual cost of VOC-ED program

Efficiency: Average cost per offender in VOC-ED program

A.5.3. STRATEGY: Measure program success rate of VOC-ED program

Output: Number of inmates enrolled in VOC-ED program

Output: Number of inmate successfully completing VOC-ED program

Efficiency: Percent of inmates successfully completing VOC-ED program

Non-Evidence Based Interventions

OBJECTIVE A.6. To provide effective religious programs through collaboration with volunteers

Outcome: Annual cost savings for religious program services provided by volunteers

A.6.1. STRATEGY: Measure of religious program services delivered by volunteers

Output: Number of inmate contacts in religious program services monthly

Output: Number of volunteers delivering religious program services monthly

Efficiency: Average ratio of offender contacts to volunteers per month

A.6.2. STRATEGY: Measure cost efficiency religious program services delivered by volunteers

Output: Number of volunteer religious program service hours provided

Output: Per hour value of donated services

Efficiency: Monetary value of volunteer hours provided

PROGRAM: SUPPORT

3. South Mississippi Correctional Institutions

GOAL A: To provide a safe and orderly working environment for staff and offender while providing meaningful work habilitation programs to prepare inmate for return to society and running an efficient agency.

General Administration

OBJECTIVE A.1: To maintain adequate security staff and housing commensurate with prison population

Outcome: Ratio of offender to correctional officers

Outcome: Percent of inmate daily population to operational capacity

A.1.1 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff Filled

Efficiency: Annual percentage of security positions filled

A.1.2 STRATEGY: Track the number of double shifts per filled security PIN

Output: Annual security staff filled

Output: Annual average of double shifts

Efficiency: Average number of double shifts per filled security PIN

A.1.3 STRATEGY: Manage utilization of prison beds

Output: Annual average daily prison population

Output: Annual average facility capacity

Efficiency: Annual percent of occupied capacity

Institutional Security

OBJECTIVE A.2. To provide safe and secure confinement

Outcome: Number of assault on inmates per 100 inmates

Outcome: Number of assaults on officers per 100 officers

A.2.1. STRATEGY: Random cell searches will be held in the housing units

Output: Number of random cell searches

Output: Number of contraband recoveries

Efficiency: Percentage of contraband recovered per cell search

Explanatory: Removing contraband from housing units is essential to prison security and must occur on a regular basis and be documented and monitored.

A.2.2 STRATEGY: Track serious injuries due to inmate on staff assaults

Output: Annual number of inmate on staff assaults

Output: Annual number of inmate on staff assaults with serious injuries

Efficiency: Percentage of inmate on staff assaults with serious injuries

A.2.3 STRATEGY: Track number of inmate on inmate assaults

Output: Annual number of inmates

Output: Annual number of inmate on inmate assaults

Efficiency: Rate of inmate on inmate assaults per 100 inmates

A.2.4 STRATEGY: Track percentage of positive drug screens for inmates

Output: Annual number of drug screenings administered

Output: Annual number of positive results

Efficiency: Percentage of positive drug screens

Other Institutional Services

OBJECTIVE A.3. To promote positive behavioral change through continuous inmate assessment, reclassification and delivery of case management services

Outcome: Rate of serious and major institutional infractions per 1000 inmates

A.3.1. STRATEGY: Conduct reclassifications for inmate population every 12 months

Output: Number of annual inmate objective reclassifications

Output: Number of inmates eligible for objective reclassification

Efficiency: Percent of objective reclassifications completed

A.3.2. STRATEGY: Track case manager contacts with inmate population

Output: Annual average inmate population

Output: Annual average case manager contacts

Efficiency: Percent of case manager contacts with inmate population

A.3.3. STRATEGY: Track institutional rule violations per month

Output: Average Inmate population

Output: Average number of serious and major rule violations

Efficiency: Percentage of serious and major rule violations

Evidence Based Interventions

OBJECTIVE A.4. To provide effective alcohol and drug treatment programs

Outcome: Recidivism rate for inmates who complete the A&D Program

A.4.1. STRATEGY: Measure of available capacity for A&D treatment needs

Output: Annual number of inmates requiring A&D services

Output: Annual number of inmates served by A&D Program

Output: Number of A&D program slots available

Efficiency: Percentage of inmates needing A&D that were served

A.4.2. STRATEGY: Measure Cost Efficiency of A&D Program

Output: Number of inmates served by A&D Program

Output: Annual cost of A&D Program

Efficiency: Average cost per offender in A&D Program

A.3.3. STRATEGY: Measure program success rate of A&D Program

Output: Number of inmates enrolled in A&D Program

Output: Number of inmates successfully completing A&D Program

Efficiency: Percent of inmates successfully Completing A&D Program

OBJECTIVE A.4. To operate effective and efficient Adult Basic Education (ABE) for inmates

Outcome: Recidivism rate for inmates who complete the ABE Program

A.4.1. STRATEGY: Measure of available capacity for ABE needs

Output: Number of inmates determined to need ABE Program

Output: Number of inmate served by ABE Program

Output: Number of ABE program slots available

Efficiency: Annual percent of inmates needing ABE that were served

A.4.2. STRATEGY: Measure Cost Efficiency of ABE Program

Output: Number of inmate served by ABE program

Output: Annual Cost of ABE Program

Efficiency: Average cost per offender in ABE Program

A.4.3. STRATEGY: Measure program success rate of ABE Program

Output: Number of inmates enrolled in ABE Program

Output: Number of inmates successfully completing ABE Program

Efficiency: Percent of inmates successfully completing ABE Program

OBJECTIVE A.5. To operate efficient and effective Vocational Education programs for inmates.

Outcome: Recidivism rate for inmates who complete a vocational program

A.5.1. STRATEGY: Measure of Available Capacity for VOC-ED Needs

Output: Number of inmates determined to need VOC-ED program

Output: Number of VOC-ED program slots available

Output: Number of inmates served by VOC-ED program

Efficiency: Annual percent of inmates needing VOC-ED that were served

A.5.2. STRATEGY: Measure cost efficiency of VOC-ED program

Output: number of inmates served by VOC-ED program

Output: annual cost of VOC-ED program

Efficiency: Average cost per offender in VOC-ED program

A.5.3. STRATEGY: Measure program success rate of VOC-ED program

Output: Number of inmates enrolled in VOC-ED program

Output: Number of inmate successfully completing VOC-ED program

Efficiency: Percent of inmates successfully completing VOC-ED program

Non-Evidence Based Interventions

OBJECTIVE A.6. To provide effective religious programs through collaboration with volunteers

Outcome: Annual cost savings for religious program services provided by volunteers

A.6.1. STRATEGY: Measure of religious program services delivered by volunteers

Output: Number of inmate contacts in religious program services monthly

Output: Number of volunteers delivering religious program services monthly

Efficiency: Average ratio of offender contacts to volunteers per month

A.6.2. STRATEGY: Measure cost efficiency religious program services delivered by volunteers

Output: Number of volunteer religious program service hours provided

Output: Per hour value of donated services

Efficiency: Monetary value of volunteer hours provided

4. Central Office

GOAL A: To provide technical and administrative support to the institutional and field operations of the Mississippi Department of Corrections, and to provide meaningful victim services to the victim population of the State of Mississippi.

General Administration

OBJECTIVE A.1. To effectively and efficiently provide administrative support for all institutional and field services within the Mississippi Department of Corrections.

Outcome: State prisoners per 100,000 population (includes only inmates sentenced to more than a year)

Outcome: Average annual incarceration cost per inmate

Outcome: Recidivism rate within 36 months

Outcome: Percent of offenders possessing a GED certificate or high school diploma at time of release

Outcome: Percent of offenders obtaining marketable job skills during incarceration

Outcome: Ratio of inmates to security officers

OBJECTIVE A.2. Provide effective and efficient victims services

Outcome: Turnaround time for inquiry by victims to be answered

Outcome: Level of reported satisfaction by victims with answers

A.2.1. STRATEGY: Measure effectiveness of the victim's services

Output: Annual number of victim inquires answered

Output: Annual number of victim staff

Efficiency: Number of inquiries answered per staff

5. Community Corrections

GOAL A: To provide alternative non-incarceration sanctions, community work centers and restitutions centers in a manner that provides safety and security to the citizens of Mississippi.

General Administration

OBJECTIVE A.1. To effectively and efficiently provide administrative support for field services and residential services for the Mississippi Department of Corrections.

Outcome: Ratio of supervised offenders to field agents

Outcome: Percent of staff completing training requirements

Outcome: Supervision fee collection rate

A.1.1. STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Average annual number of supervised probationers and parolees

Output: Average annual number of field agents

Efficiency: Number supervised offenders per field agent

A.1.2 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Average annual number of (ISP) offenders

Output: Average annual number of ISP agents

Efficiency: Number supervised ISP offenders per ISP agent

A.1.3. STRATEGY: Track training attendance and certification requirements

Output: Number of officers completing training and certification requirements

Output: Total number of field agents

Efficiency: Percentage of field agents completing training and certification requirements

A.1.4. STRATEGY: Measure efficiency of supervision fee collection

Output: Number of offenders on supervision

Output: Total fees invoiced

Output: Total supervision fees collected

Efficiency: Percentage of fees collected to collectable amount

Probation/Parole

OBJECTIVE A.2. To provide the maximum opportunity for community based offender habilitation through effective field supervision

Outcome: Successful supervision completions

Outcome: Recidivism rate within 36 months

A.2.1. STRATEGY: Measure the outcome of offenders exiting parole and probation supervision

Output: Number of successful completions

Output: Number of exits from parole and probation

Efficiency: Percentage of successful completions

Evidence Based Intervention

OBJECTIVE A.3. To provide effective alcohol and drug treatment through community based programs

Outcome: Number of offenders referred to A & D treatment programs

Outcome: Percentage of offenders completing A & D treatment programs

A.3.1. STRATEGY: Measure number of offender entering community based A & D programs

Output: Number of program participants

Output: Number of offenders completing program

Efficiency: Percentage of completions

Non-Evidence Based Intervention

OBJECTIVE A.4. To provide swift and proportional responses to non-compliant behavior as an alternative to incarceration

Outcome: Percentage of prison admissions for technical violations

A.4.1 STRATEGY: Track the use of graduated sanctions for technical violations

Output: Total number of violations

Output: Number of violations addressed through graduated sanctions

Efficiency: Percent of violations addressed through graduated sanctions

A.4.2 STRATEGY: Track revocations to incarceration for technical violations

Output: Total number of revocations for technical violations

Output: Total number of prison admissions

Efficiency: Percentage of admissions to prison for technical violations

Community Work Centers

OBJECTIVE A.5. To operate 50-100 bed facilities (Community Work Centers) in communities throughout the state, housing minimum security state inmates to work in the communities under the supervision of local authorities.

Outcome: Recidivism rate within 12 months of release

Outcome: Recidivism rate within 36 months of release

Outcome: Monetary value of donated labor provided by CWC offenders

A.5.1 STRATEGY: Measure value of donated labor by CWC offenders

Output: Number of hours of labor provided by CWCs

Outcome: Per hour rate for donated labor

Efficiency: Monetary value of CWC donated labor

Restitution Centers

OBJECTIVE A.6. To operate facilities (Restitution Centers) throughout the state to house offenders sentenced to court ordered restitution. Purpose is to enable offenders to work for wages in the community and pay restitution to victims and pay court costs and fees.

Outcome: Recidivism rate within 12 months

Outcome: Recidivism rate within 36 months

Outcome: Monetary value of donated labor by Restitution Center offenders

A.6.1 STRATEGY: Measure value of donated labor by Restitution Center offenders

Output: Number of hours of labor provided by Restitution Center offender

Output: Per hour rate for donated labor

Efficiency: Monetary value of Restitution Center donated labor

PROGRAM: REGIONAL PRISONS

GOAL A: To provide a safe and orderly working environment for staff and offender while providing meaningful work habilitation programs to prepare inmate for return to society and running an efficient agency.

OBJECTIVE A.1. To provide safe and secure confinement

Outcome: Number of assault on inmates per 100 inmates

Outcome: Number of assaults on officers per 100 officers

A.1.1. STRATEGY: Random cell searches will be conducted in the housing units

Output: Number of random cell searches

Output: Number of contraband recoveries

Efficiency: Percentage of contraband recovered per cell search

Explanatory: Removing contraband from housing units is essential to prison security and must occur on a regular basis and be documented and monitored.

A.1.2 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff filled

Efficiency: Annual percentage of security positions filled

A.1.3. STRATEGY: Track the number of double shifts per filled security PIN

Output: Annual security staff filled

Output: Annual average of double shifts

Efficiency: Average number of double shifts per filled security PIN

A.1.4 STRATEGY: Track serious injuries due to inmate on staff assaults

Output: Annual number of inmate on staff assaults

Output: Annual number of inmate on staff assaults with serious injuries

Efficiency: Percentage of inmate on staff assaults with serious injuries

A.1.5 STRATEGY: Track number of Inmate on Inmate Assaults

Output: Annual number of inmates

Output: Annual number of inmate on inmate assaults

Efficiency: Rate of inmate on inmate assaults per 100 inmates

A.1.6 STRATEGY: Track percentage of positive drug screens for inmates

Output: Annual number of drug screenings administered

Output: Annual number of positive results

Efficiency: Percentage of positive drug screens

A.1.7 STRATEGY: Track program availability for inmates

Outcome: Number of A&D Program slots available

Outcome: Number of ABE Program slots available

Outcome: Number of VOC-ED program slots available

PROGRAM: PRIVATE PRISONS

GOAL A: To provide a safe and orderly working environment for staff and offender while providing meaningful work habilitation programs to prepare inmate for return to society and running an efficient agency.

OBJECTIVE A.1. To provide safe and secure confinement

Outcome: Number of assault on inmates per 100 inmates

Outcome: Number of assaults on officers per 100 officers

A.1.1. STRATEGY: Random cell searches will be conducted in the housing units

Output: Number of random cell searches

Output: Number of contraband recoveries

Efficiency: Percentage of contraband recovered per cell search

Explanatory: Removing contraband from housing units is essential to prison security and must occur on a regular basis and be documented and monitored.

A.1.2 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff filled

Efficiency: Annual percentage of security positions filled

A.1.3. STRATEGY: Track the number of double shifts per filled security PIN

Output: Annual security staff filled

Output: Annual average of double shifts

Efficiency: Average number of double shifts per filled security PIN

A.1.4 STRATEGY: Track serious injuries due to inmate on staff assaults

Output: Annual number of inmate on staff assaults

Output: Annual number of inmate on staff assaults with serious injuries

Efficiency: Percentage of inmate on staff assaults with serious injuries

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A.1.5 STRATEGY: Track number of Inmate on Inmate Assaults

Output: Annual number of inmates

Output: Annual number of inmate on inmate assaults

Efficiency: Rate of inmate on inmate assaults per 100 inmates

A.1.6 STRATEGY: Track percentage of positive drug screens for inmates

Output: Annual number of drug screenings administered

Output: Annual number of positive results

Efficiency: Percentage of positive drug screens

A.1.7 STRATEGY: Track program availability for inmates

Outcome: Number of A&D program slots available

Outcome: Number of ABE program slots available

Outcome: Number of VOC-ED program slots available

PROGRAM: LOCAL CONFINEMENT

GOAL A: To provide effective and efficient interaction with the county jails to ensure that adequate housing is available for inmate awaiting transfer to state correctional facilities and that have been returned to county control pending court action.

OBJECTIVE A.1. To use local confinement of offenders in an efficient and effective manner

Outcome: Number of offenders held in county jails (Days)

Outcome: Number of offenders held in compliance with 47-5-451 and 47-5-901
(Days)

PROGRAM: MEDICAL SERVICES

GOAL A: To provide the offender population with efficient and effective medical care comparable to the non-incarcerated population of Mississippi.

OBJECTIVE A.1. To provide effective and efficient medical services to the inmate population

Outcome: Total number of offender contacts with health care professional

A.1.1. STRATEGY: Measuring cost per day per offender

Output: Number of offender days

Output: Total cost of medical services for inmate

Efficiency: Cost per offender per day for medical care

Explanatory: A factor outside the control of the MDOC is the general increase in medical goods and services provided by private hospitals and clinics.

A.1.2 STRATEGY: Measuring contacts with health care professionals

Output: Total number of offender days

Output: Total number of offender contacts with health care professional

Efficiency: Percent of offender days requiring contact with a health care professional

A.1.3 STRATEGY: Measuring chronic care treatment

Output: Number of inmate determined to have chronic illnesses

Output: Number of chronic care treatment days

Efficiency: Average number of chronic care treatment days per chronic care offender

Explanatory: This tracks the number of chronically ill offenders, that is a major component of medical costs

A.1.4 STRATEGY: Measuring offender hospitalization

Output: Total number of inmate days

Output: Number of inmate days in a hospital

Efficiency: Average number of inmates in hospital per day

PROGRAM: FARMING OPERATION

GOAL A: To offset the food costs of the Mississippi Department of Corrections through the growing and processing of food crops either for offender consumption or for commercial trade, while also providing work opportunities and skill training for inmate.

OBJECTIVE A.1. To offset the food costs of the MDOC through the MDOC farming operation

Outcome: Total annual income from farm sales (including the total expenditure reduction for inmate food)

Outcome: Number of inmates working in the farm program.

A.1.1. STRATEGY: Measure acreage farmed

Output: Total MDOC acres available for farming

Output: Total acres farmed

Efficiency: Percent of farmable acres farmed

A.1.2 STRATEGY: Measure acreage leased

Output: Total acres leased

Output: Total annual lease revenue

Efficiency: Annual lease revenue per acre

A.1.3 STRATEGY: Measure offender labor employed

Output: Estimated number of inmates available to work in farming

Output: Number of inmates working in farming

Efficiency: Percent of available inmates working in farming

PROGRAM: PAROLE BOARD

GOAL A: To provide a mechanism for inmates to be released from incarceration upon demonstration of reformation and the completion of a time of incarceration sufficient to deter further criminal action.

OBJECTIVE A.1. To provide a parole board for inmate to be safely released from incarceration

Outcome: Number of inmates placed on parole

Outcome: Total number of inmates on parole

A.1.1. STRATEGY: Measure parole hearings conducted

Output: Total number of inmates eligible for parole hearings

Output: Total number of inmates eligible receiving parole hearings

Efficiency: Percent of eligible inmates receiving parole hearings

A.1.2 STRATEGY: Measure sentence reduction through parole

Output: Number of inmates paroled

Output: Average sentence length of inmates paroled

Output: Average length of time served by inmate granted paroled

Efficiency: Average percent of sentence reduction by parole grants

A.1.3 STRATEGY: Measure parole return rate

Output: Number of inmates on parole

Output: Number of paroles revoked - new crimes committed

Output: Number of paroles revoked – technical violations

Efficiency: Percentage of parolees revoked – technical violations

Efficiency: Percentage of parolees revoked - new crimes committed

PROGRAM: YOUTHFUL OFFENDER UNIT

GOAL A: To provide a safe and orderly working environment for staff and offenders while providing academic and vocational services to offenders 17 years or younger who have been incarcerated in the adult system.

OBJECTIVE A.1. To provide safe and secure confinement for youthful offenders separate from offenders age 18 and older

Outcome: Ratio of offender to security staff

Outcome: Percent of disciplinary actions handled through informal resolutions

A.1.1 STRATEGY: Monitor the efficiency of maintaining the required workforce

Output: Total security staff authorized

Output: Annual security staff filled

Efficiency: Annual percentage of security positions filled

A.1.2 STRATEGY: Track infractions managed through lowest-level disciplinary action

Output: Total number of disciplinary infractions

Output: Total number managed through informal resolution

Efficiency: Percent managed through informal resolution

OBJECTIVE A.2. To provide academic, vocational, and rehabilitative programs for youthful offenders separate from offenders age 18 and older

Outcome: Number of youthful offenders obtaining GED certificate

Outcome: Number of youthful offenders served in vocational programs

Outcome: Number of youthful offenders served in rehabilitative programs

A.2.1. STRATEGY: Measure program success rate of academic program

Output: Number of inmates enrolled in academic program

Output: Number of inmates successfully obtaining GED

Efficiency: Percent of inmates successfully obtaining GED

A.2.2 STRATEGY: Track vocational program availability for youthful offenders

Output: Number of vocational program slots available

Output: Number of youthful offenders

Efficiency: Percent of youthful offenders participating in vocational programs

A.2.3 STRATEGY: Track rehabilitative program availability for youthful offenders

Output: Number of rehabilitative program slots available

Output: Number of youthful offenders

Efficiency: Percent of youthful offenders participating rehabilitative programs