

FOCUS



on Strategic Planning
July 2004-December 2006

Table of Contents



Mission and Vision	1
Agency Strategies, Goals, and Measures	2
Plan Development	3
Stakeholder Identification	4
Agency Goals	5
F ostering community partnerships	5
O ptimizing best practices	6
C reating a respectful, diverse culture	7
U tilizing effective communication	8
S trategic and efficient use of resources	9
Appendix A - Organization Chart	11
Appendix B - Community Services Division	12
Appendix C - Facility Services Division	13
Appendix D - Support Services Division	14





Mission and Vision

Our Mission

To hold offenders accountable and offer opportunities for change while restoring justice for victims and contributing to a safer Minnesota.

Our dedicated staff will accomplish this by

Fostering community partnerships.
Optimizing best practices.
Creating a respectful, diverse culture.
Utilizing effective communication.
Strategic and efficient use of resources.

Our Vision



FOCUS on reducing risk.



Agency Strategies, Goals, and Measures



<i>Key Strategies</i>	<i>Goals</i>	<i>Performance Measures</i>
Fostering community partnerships	Increase fugitive apprehensions	Percentage change in fugitive apprehensions
	Restore victims and communities through partnerships	Percentage change in offender community work hours
Optimizing best practices	Promote the use of evidence-based services throughout the state	Recidivism rates, three years after release: <ul style="list-style-type: none"> • New felony conviction • Return to prison with new commitment
	Increase offender participation in reentry services	Percentage change of offenders in reentry programs
	Reduce offender risk and needs as a result of supervision and programming	Percentage change in LSI-R and YLS/CMI scores
Creating a respectful, diverse culture	Implement initiatives to resolve employee conflict in the workplace	Percentage change in sustained general harassment complaints
	Recruit and retain a diverse workforce	Percentage change in protected group hires
Utilizing effective communication	Improve functionality of the agency website	Percentage change in utilization of electronic communication
	Improve stakeholder satisfaction through communication strategies	Annual stakeholder surveys
Strategic and efficient use of resources	Meet mission-critical facility needs cost-effectively	Average per diem (adult facilities)
	Increase the number of offenders involved in programming	Percentage change of offenders involved in programming
	Improve the safety culture within facilities	Percentage change in worker compensation costs per employee

The department has three major divisions: Community Services, Facility Services, and Support Services. Each of these divisions has developed strategic goals and

performance measures as they relate to the department's key strategies. Division information can be found in Appendices B, C, and D.



Plan Development

At the beginning of Fiscal Year 2003, the Department of Corrections (DOC) began a strategic planning process to:

- Determine the mission, vision, and strategic goals of the agency;
- Identify key strategies to ensure attainment of those goals; and
- Develop performance measures that will tell us when we meet those goals.

Following a circular communication plan, the agency employed methods to ensure the maximum amount of input from staff and managers. Using a variety of mechanisms, staff was asked to provide input on the goals of the agency from their perspective. Taking that information, a strategic planning committee developed a draft for administration. Using this as a starting point, the administration developed a mission and vision for the agency, along with five core strategies supporting the mission. These were previewed at several unit meetings for feedback.

On June 15, 2004, approximately 60 of the agency's managers met to finalize the mission and vision state-

ments and begin the work of identifying strategies at the division level. Following the one-day retreat, individual facilities and work units within the department were asked to focus on the five core strategies and develop their strategic plan and performance measures for the next 18 months.

After being reviewed by division directors, division goals were approved. Division goals and performance measures are included as Appendices. Along with these overarching goals, specific work units within each division will report on goals specific to that work unit, district, or facility. Examples include: percent reduction in injuries for the Safety Unit or number of offenders receiving GED/12th grade education for the Education Unit.

An integral part of the strategic plan development was identifying how progress would be reported. Using quarterly reporting processes already in place, managers will report on identified measures.



Stakeholder Identification



We recognize that stakeholder consideration is critical to the success of the strategic planning process. Therefore, time was spent identifying stakeholders and determining how our work benefits them. Understanding the needs of stakeholders will help us attain our goals.

Not only are they stakeholders, *staff* are responsible for generating ideas, performing required work, and

providing services that move the agency forward. Day in and day out, agency employees consistently rise to the unique challenges that are integral to working in corrections. Their professionalism, dedication, and continued effort truly make them our most valued resource.

<i>Stakeholder Group</i>	<i>Stakeholder Profile</i>	<i>Stakeholder Benefits</i>
Our Government	Executive — Governor’s office — Other state agencies — Attorney General Legislative — House & Senate Judicial — Supreme Court — Court of Appeals — District Courts Counties Federal government Other state governments	Fiscal accountability Responsible information exchange Criminal justice collaborations Credible leadership
Our Community	General public Taxpayers Victims Media Families of offenders	Enhanced public safety Responsible use of tax dollars Well-trained workforce Voice for victims
Our Workforce	Our employees Families of our employees Contract service providers Volunteers Labor unions	Professional, respectful environment Safe workplace Multi-cultural perspectives Career development Fair compensation
Offenders	Juvenile & adult Incarcerated Community supervised	Safe & secure living conditions Being treated with dignity & respect Fair access to programming Appropriate health care Comprehensive transition plans Gender-appropriate programming Supervision & control consistent with risk





Agency Goals

FOCUS

Fostering community partnerships.

Goals

- Increase fugitive apprehensions
- Restore victims and communities

Measures

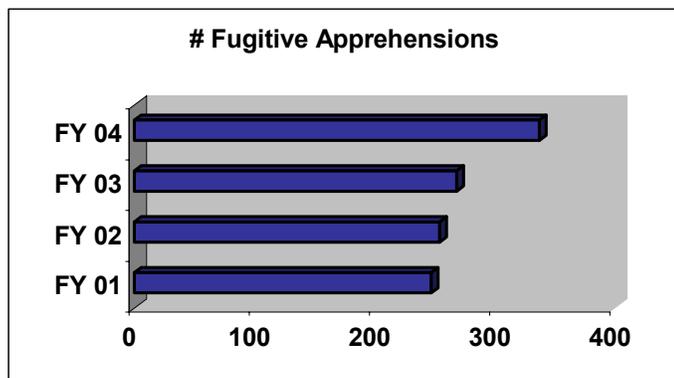
- Percentage change in fugitive apprehensions
- Percentage change in community work hours

Fugitive Apprehensions

In addition to collaborating with local law enforcement to apprehend fugitives, the peace officers in the Fugitive Apprehension Unit investigate, locate, and arrest DOC fugitives. They also provide local law enforcement with intelligence information gathered by facility investigators.

Behind-the-scenes efforts supported by the DOC include entering data on warrants issued into the NCIC database. Warrants are then entered into the law enforcement viewer, and the most-wanted fugitives are posted on the department website.

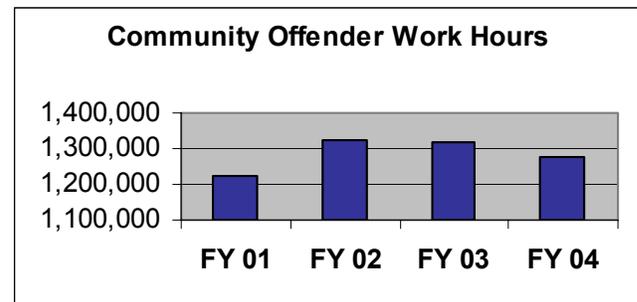
The DOC is aggressively pursuing alternative funding (federal grants, etc.) for more resources to expand investigative efforts leading to apprehensions of DOC-warranted sex offenders, the top 12 fugitive list, and DOC-warranted gang members.



Offender Work Hours in the Community

Productive work assignments are continued in the community with: Institution/Community Work Crew (ICWC), Institution/Community Work Crew Affordable Homes Program (ICWC/AHP), and Sentencing to Service (STS).

STS is an alternative to traditional sentencing practices and is a restorative justice program that partners directly with the community in holding offenders accountable. Offenders learn new social and work skills working on crews that restore communities by doing projects such as: fire containment, flood and storm damage control, trail and waterway development, construction, and land restoration.



ICWC uses carefully screened, minimum-security prison inmates placed in the same type of structured, supervised work setting that has proven so successful for STS. The ICWC/AHP, in partnership with local communities, builds affordable houses for low-income families.

FOCUS

▶▶▶▶▶ Optimizing best practices.



Goals

- Promote the use of evidence-based principles and practices throughout the state
- Increase the number of offenders participating in reentry services
- Reduce offender risk as a result of supervision and programming

Measures

- Recidivism rates, three years after release:
 - √ New felony conviction
 - √ Return to prison with new commitment
- Percentage change of offenders in reentry programs
- Percentage change in LSI-R and YLS/CMI scores

Recidivism Rate

The mission of the DOC is to contribute to a safer Minnesota. This is done through offender management within correctional facilities and under supervision in the community. Recidivism is a key performance measure of community safety.

The DOC believes that evidence-based practices are the gold standard for corrections programs affecting recidivism. These best practices are an integral component in many areas of the DOC. One way to promote the use of evidence-based practices throughout the state is by including the use of gender and culture-appropriate programming in department initiatives.

Transitional & Reentry Services for Offenders

Successful transition from incarceration to the community is a critical factor in recidivism and a high priority for the department. Every offender who makes a successful transition from incarceration to the community affects the quality of life for all citizens. Reentry planning is designed to provide offenders with information on and prepare them for secure housing, employment, medical services, and treatment support within the community.

Resources are available at all DOC facilities to assist offenders in securing housing and employment, pursuing educational opportunities, obtaining personal identification documents, maintaining physical and mental health, establishing sound personal finances, obtaining transportation, and family reunification.

DOC transition staff partner with a wide variety of community organizations and businesses: offering job fairs, transition resource fairs, family law clinics, child support workshops, employment preparation workshops, and pre-release classes to offenders at DOC facilities.

Transition staff also partner with community agencies to offer specialized offender reentry training and education to service providers in the community. The Transition Coalition, a diverse group of community stakeholders involved in offender reentry (hosted by the DOC), meets regularly to network on issues of importance to offenders reentering the community and share information about research, challenges, and successes on a local and national level.

In an effort to cultivate relationships with employers statewide, a recent initiative was begun to create working relationships with employers across Minnesota with a goal of maximizing successful placement of offenders in meaningful employment in the community. Many of those offenders have completed DOC programs and received training that make them a decided employment asset. This initiative will “sell” this labor pool.

The Serious and Violent Offender Reentry Initiative is a collaborative grant project funded by the U.S. Department of Justice. The Minnesota Initiative is a partnership between Hennepin County Training & Employment Assistance and the DOC that will serve 225 offenders returning to Hennepin County from July 2002 to June 2006.



Reducing Offender Risk

The key to reducing offender risk to re-offend is to assess risk and needs and then provide programs and services that mitigate the identified risk factors. Adult offenders are assessed for risk and needs using the Level of Service Inventory - Revised (LSI-R) as part of a presentence investigation and ongoing supervision in the community and upon entering and exiting a DOC correctional facility. The LSI-R is a proven and widely used actuarial needs/

risk measurement instrument. It allows corrections professionals to identify dynamic risk factors that can change in offenders with the application of targeted supervision and programming strategies. If an offender changes his/her behavior in enough high-risk areas as a result of applied corrections strategies, there should be a reduction in the risk to re-offend and a resulting increase in public safety. The YLS/CMI is used to assess juvenile offenders.

FOCUS

▶▶▶▶ Creating a respectful, diverse culture.

Goals

- Implement initiatives to resolve employee conflict in the workplace
- Recruit and retain a diverse workforce

Measures

- Percent change in the number of sustained general harassment claims
- Percent change in the number of protected group hires

Initiatives to Resolve Staff Conflict

The DOC began a Conflict Resolution Initiative (CRI) at the Minnesota Correctional Facility (MCF)-Willow River/Moose Lake in 2002. This employee-initiated program has been extremely successful in resolving staff conflicts before they become formal complaints. CRI is a grassroots initiative that assists in building a healthy and productive work environment by transforming the work culture.

Other facilities, field services, and central office have incorporated some or all of CRI tools and training into their work environments. In addition to CRI, the department is committed to supporting other initiatives aimed at reducing staff conflict and creating a respectful workplace.

Recruitment of Protected Group Hires

As part of the DOC overall workplace planning project, an agency Strategic Recruitment Plan was developed. The workplace planning initiative identified mission-critical occupations that will be impacted by retirements, separations, and turnover. Working together, Human Resource Management and the Office of Diversity

analyzed recruitment survey data and recruitment methods of other organizations and corrections agencies. The resulting report made several recommendations for the current and next biennium:

- Establish a centralized DOC recruitment program
- Increase the diversity of the applicant pool so that under-represented groups can be better represented in our workforce
 - Focus on the recruitment of women, minorities, and the disabled
 - DOC recruiters should reflect the targeted applicants
 - Train recruiters to more effectively approach, attract, and interact with candidates of protected groups
 - Establish relationships with colleges and universities that have high concentrations of minority students
- Implement flexible recruitment strategies as needs are identified
- Conduct ongoing evaluations using identified recruitment performance measures
- Sustain an adequate budget for aggressive recruitment efforts



FOCUS

Utilizing effective communication.

Goals

- Improve the functionality of the agency website
- Improve stakeholder satisfaction through communication strategies

Measures

- Percentage change in utilization of electronic communications
- Annual surveys of stakeholders

Stakeholder Surveys

For any program or agency to be successful in achieving strategic goals, it is critical to have the involvement of stakeholders in establishing those goals, partnering as professionals to work together toward those goals and confirming that goals have been met. We will be conducting several surveys with various stakeholder groups during the course of the strategic plan period.

- Public stakeholder groups are very important to the success of the agency. A survey will be conducted by the Communications Office to determine the perception of the performance of the department's communication efforts.
- Internal stakeholders are also important to the ongoing work of the agency. Human Resource Management (HRM) will conduct a survey of supervisors/managers regarding HRM service to establish baseline performance and identify areas for improvement.

Website

The department provides reports, analyses, presentations, and other documents on the main DOC website. In addition to making these documents available to the public, access on the website reduces state employee time and state copying/ mailing expenditures.

The department also provides online access to policies and procedures. This creates efficiencies within the system as well as providing access to non-DOC stakeholders.

Another feature of the site that is continually expanding are the links to other sites of interest including other state

DOC sites, Minnesota Northstar Network, and Governor Pawlenty's Department Results site.

The department is moving toward sharepoint services for the DOC intranet site (with the possibility it may expand into the public site). Use of sharepoint allows committees/groups/task forces to share minutes, handouts, etc., through the website. This addition greatly enhances the functionality of the intranet website.



FOCUS

Strategic and efficient use of resources.

Goals

- Meet mission-critical facility needs cost effectively
- Increase the number of offenders involved in programs
- Improve the safety culture within facilities

Measures

- Average per diem (adult facilities)
- Percentage change of offenders engaged in programming
- Percentage of change in worker compensation costs per employee

Per Diems

The department continues to plan for an increasing prison population, based on projections determined by the agency and the Sentencing Guidelines Commission.

Minnesota has been able to manage its increasing population through expansion at existing facilities and construction of a new facility that opened in

2000. Future expansions will be brought on at significantly reduced costs.

While lowering the average per diem since Fiscal Year 1997, the department has absorbed all costs arising from inflation. To bring on new beds at marginal per diems, the department must consider public and staff safety in addition to cost efficiencies. Along with annual reviews of facility budgets and spending plans, annual staff deployment reviews at facilities will be part of the ongoing effort to address per diems.

Offenders Engaged in Programming

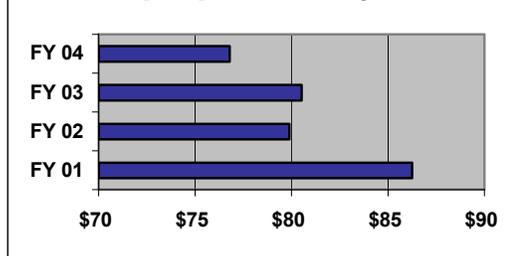
Programming is an integral part of preparing offenders for eventual release to the community. It also reduces inmate idleness, contributing to operating prisons that are relatively safe and free of violence.

- Many inmates enter prison lacking basic job skills and work habits. Through MINNCOR, offenders learn

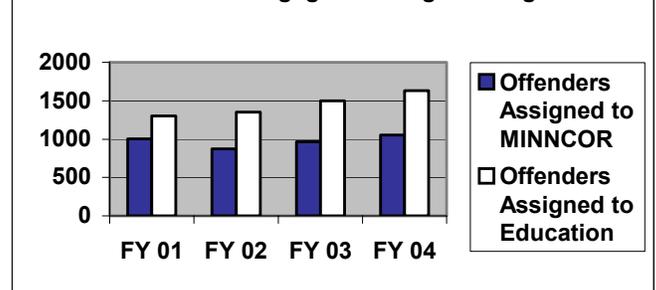
marketable job skills and develop sound work ethics. MINNCOR employs 14 percent of the inmate population — the highest percentage in the country. The challenge is to cultivate the market and diversify the customer base, sufficient to continually generate more inmate assignments. Strategies include increasing the number of private company partnerships and increasing the activities within the public sector (Minnesota State Colleges & Universities, cities, etc.).

- Increasing offenders' level of educational achievement during incarceration is an integral part of preparing offenders for release and transition back into their communities. Offenders undergo educational testing at intake, and those offenders who enter a state correctional facility with less than a GED/12th grade education and who have a period of incarceration longer than one year are included in a literacy target group.

[Adult] Per Diem Averages



Offenders Engaged in Programming



Approximately 1,600 offenders are assigned to educational programming on a full-time basis. An additional 1,500 participate part-time. During Fiscal Year 2004, 658 GEDs were awarded. Educational opportunities also include a variety of vocational programs including



masonry, carpentry, floor covering, cabinet making, printing, painting and decorating, and a number of computer certification programs. Currently a cosmetology program is being implemented for female offenders at the MCF-Shakopee.

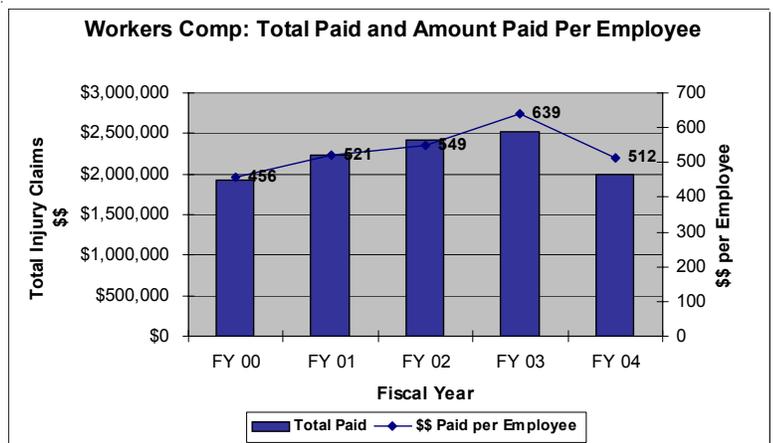
Community Training and Technology Centers are now being established at each correctional facility. This will allow offenders to have access to a self-paced computer lab to learn basic computer skills in a simulated setting. Offender tutors are available to help fellow offenders learn the skills necessary to be successful when they transition out to the world of work.

To augment educational programming *at no cost to the taxpayer*, the Minnesota Correctional Education Foundation (MCEF) has been established. MCEF is a statewide charity established to further fund and coordinate college and vocational opportunities at state correctional facilities. MCEF's mission is to provide eligible offenders with appropriate academic and vocational opportunities to prepare them for release as productive and contributing citizens. MCEF will work closely with colleges and universities to assure that the largest number of students can successfully complete AA degrees within the shortest amount of time. The program will utilize live instruction, interactive television, self-guided instruction, and distance learning technology to meet individual needs on a cost-effective basis.

Creating a Culture of Safety

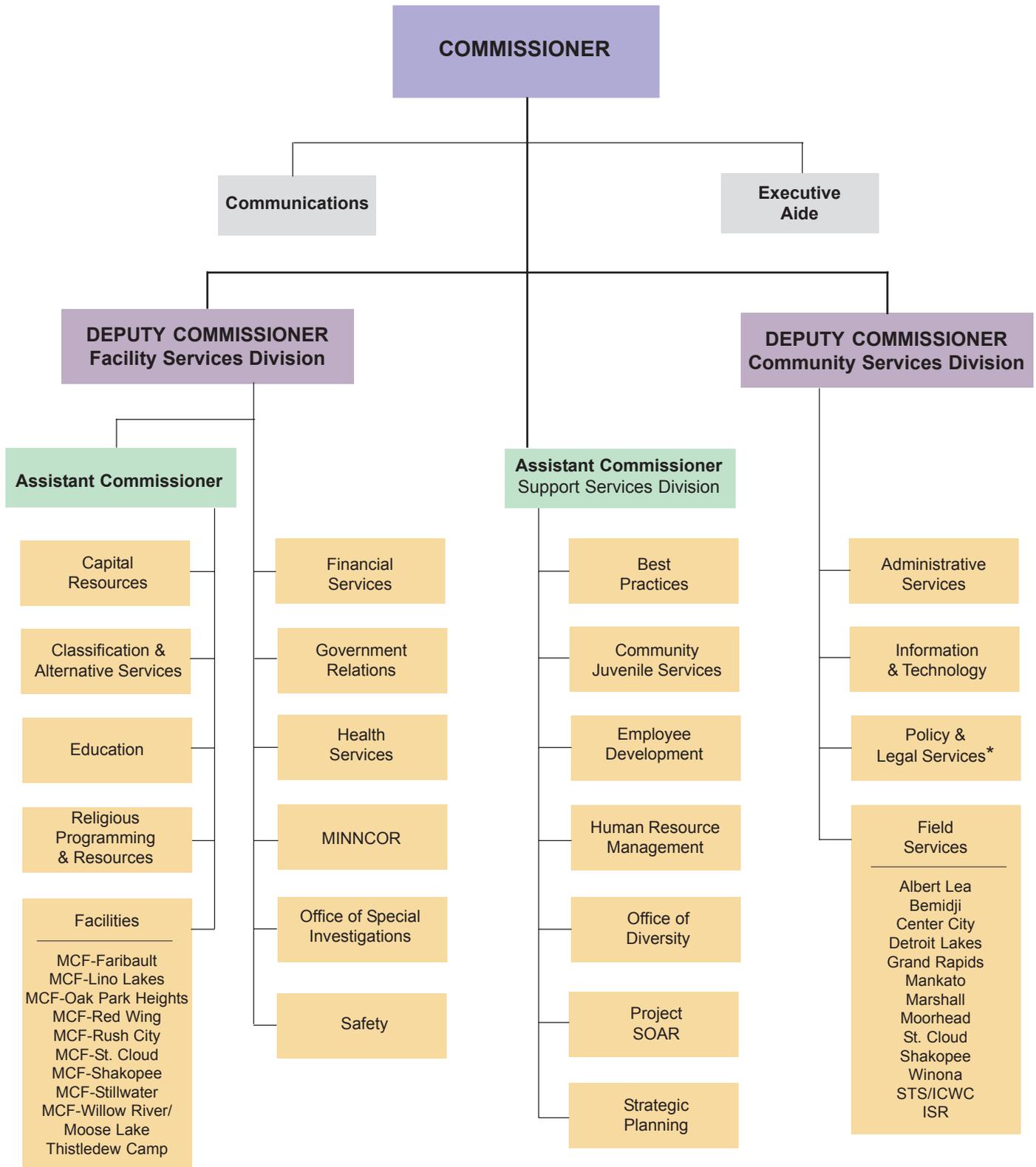
The department recognizes that injuries to our employees are unacceptable losses that negatively impact the organization. While much has been done to standardize, plan, and improve the safety performance at each facility, it is important to continue to look for system improvements that can lead to fewer losses of human and fiscal resources.

Assessing the safety culture of all facilities to identify potential system improvements will continue. We believe this effort will reduce injuries and their associated losses while positively impacting morale, attitudes, and behaviors.





Appendix A - Organization Chart



*The Hearings & Release function, which is part of this unit, reports to the commissioner.

Appendix B - Community Services Division



Appendix A contains the DOC organization chart, as of February 2005. It illustrates the three major divisions of the agency:

- Community Services Division
- Facility Services Division
- Support Services Division

Appendices B, C, and D contain the goals and performance measures, as they relate to the agency's key strategies, for each of these divisions.

<i>Key Strategies</i>	<i>Goals</i>	<i>Performance Measures</i>
Fostering community partnerships	Restore victims and communities through partnerships	Percentage change in the number of offender work hours spent restoring the community
	Increase the functionality of, and information provided to, CriMNet	Percentage change in use by subscribers
Optimizing best practices	Reduce offender risk as a result of supervision and programming	Percentage change in LSI-R and YLS/CMI scores
	Implement juvenile licensing rule (Minnesota Rules, Chapter 2960) based on best practices	Percentage of facilities in compliance with applicable rule requirements
Creating a respectful, diverse culture	Implement initiatives to resolve employee conflict in the workplace	Percentage change in sustained general harassment complaints
	Recruit and retain a diverse workforce	Percentage change in protected group hires
Utilizing effective communication	Enhance the use of electronic transfer of case information between DOC offices and other correctional delivery systems	Percentage change in transfers done
Strategic and efficient use of resources	Staffing resource distribution based on offender classification	Staff deployment analysis as vacancies occur
	Develop an electronic data-sharing system for Interstate	Percentage completion per development plan



Appendix C - Facility Services Division

<i>Key Strategies</i>	<i>Goals</i>	<i>Performance Measures</i>
Fostering community partnerships	Increase fugitive apprehensions	Percentage change in fugitive apprehensions
	Develop and implement mutual aid training exercises with the community	Number of training exercises conducted that include local, state, and federal agencies
Optimizing best practices	Increase the number of offenders participating in reentry services	Percentage change of offenders completing pre-release classes
		Percentage change of offenders in reentry programs
	Research, develop, and implement correctional best practices	Number of program/security enhancements implemented that can be credited to correctional best practices
Creating a respectful, diverse culture	Implement initiatives to resolve employee conflict in the workplace	Percentage change in sustained general harassment complaints
	Expansion of mentor and job-shadowing programs	Percentage change in staff retention
Utilizing effective communication	Increase use of electronic communications (including DOC website, intranet, shared drives)	Percentage change of staff utilization
	Develop/increase use of staff unit meetings in all work areas	Number of unit meetings conducted
Strategic and efficient use of resources	Meet mission-critical facility needs cost-effectively	Percentage change in facility per diems
	Increase the number of offenders involved in programming	Percentage change of offenders involved in programming
	Improve the safety culture within facilities	Percentage change in worker compensation costs per employee

Appendix D - Support Services Division



<i>Key Strategies</i>	<i>Goals</i>	<i>Performance Measures</i>
Fostering community partnerships	Partner with the Department of Human Services to better identify mental health needs of juveniles	Percentage of juveniles who get screened compared to the number admitted to corrections
	Building effective working relationships with labor organizations	Percentage of agency Meet & Confer issues resolved
Optimizing best practices	Promote use of evidence-based services throughout the state, including the use of gender and culture-appropriate programming	Recidivism rates, three years after release: <ul style="list-style-type: none"> • New felony conviction • Return to prison with new commitment
	Identify and implement <i>Six Sigma</i> process improvement projects	Percentage of goals achieved
Creating a respectful, diverse culture	Implement initiatives to resolve employee conflict in the workplace	Percentage change in sustained general harassment complaints
	Recruit and retain a diverse workforce	Percentage change in the number of protected group hires [and] Percentage change in the number of protected group separations
Utilizing effective communication	Improve stakeholder satisfaction through communication strategies	Annual survey of stakeholders (in the areas of communications and human resources for FY05/06)
	Improve functionality of the agency website	Percentage change in utilization of electronic communications
Strategic and efficient use of resources	Develop a strategic planning process for the agency	Percentage of goals attained per established performance measures
	Promote the use of community-based resources for female offenders	Percentage change in beds saved



Published by the
Minnesota Department of Corrections
1450 Energy Park Drive, Suite 200
St. Paul, Minnesota 55108-5219
651/642-0200
TTY 651/643-3589
www.doc.state.mn.us

This document will be provided in
alternative format upon request.

Printed on recycled paper with at least
10 percent post-consumer waste.

March 2005



Printed by

