



STRATEGIC PLAN PROGRESS REPORT

January 1, 2014 - December 31, 2018

MICHIGAN DEPARTMENT OF CORRECTIONS

Committed to Protect,
Dedicated to Success









PROGRESS REPORT

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In 2014, the Michigan Department of Corrections launched its first-ever Strategic Plan to establish goals and a roadmap for reaching them over the five years that followed.

To say we have come a long way since then is an understatement. When Governor Rick Snyder appointed me director of the MDOC in 2015, I knew we had a lot of work to do. I also knew we could accomplish great things together.

We've reduced the prison commitment rate, enhanced offender success and engaged employees in new ways to re-energize the department. Our recidivism rate is at a historic low, the prisoner population is falling and our parolee employment rate is on the rise.

We launched the Vocational Village, a skilled trades training program that prepares prisoners for careers in high-demand fields, and we diverted offenders on the path to prison through the West Michigan and Wayne County Residential Alternative to Prison (WRAP) programs.

We continue to improve our scores in the Employee Engagement Survey and your feedback on how we can improve our operations is invaluable and I know there is still work to be done.

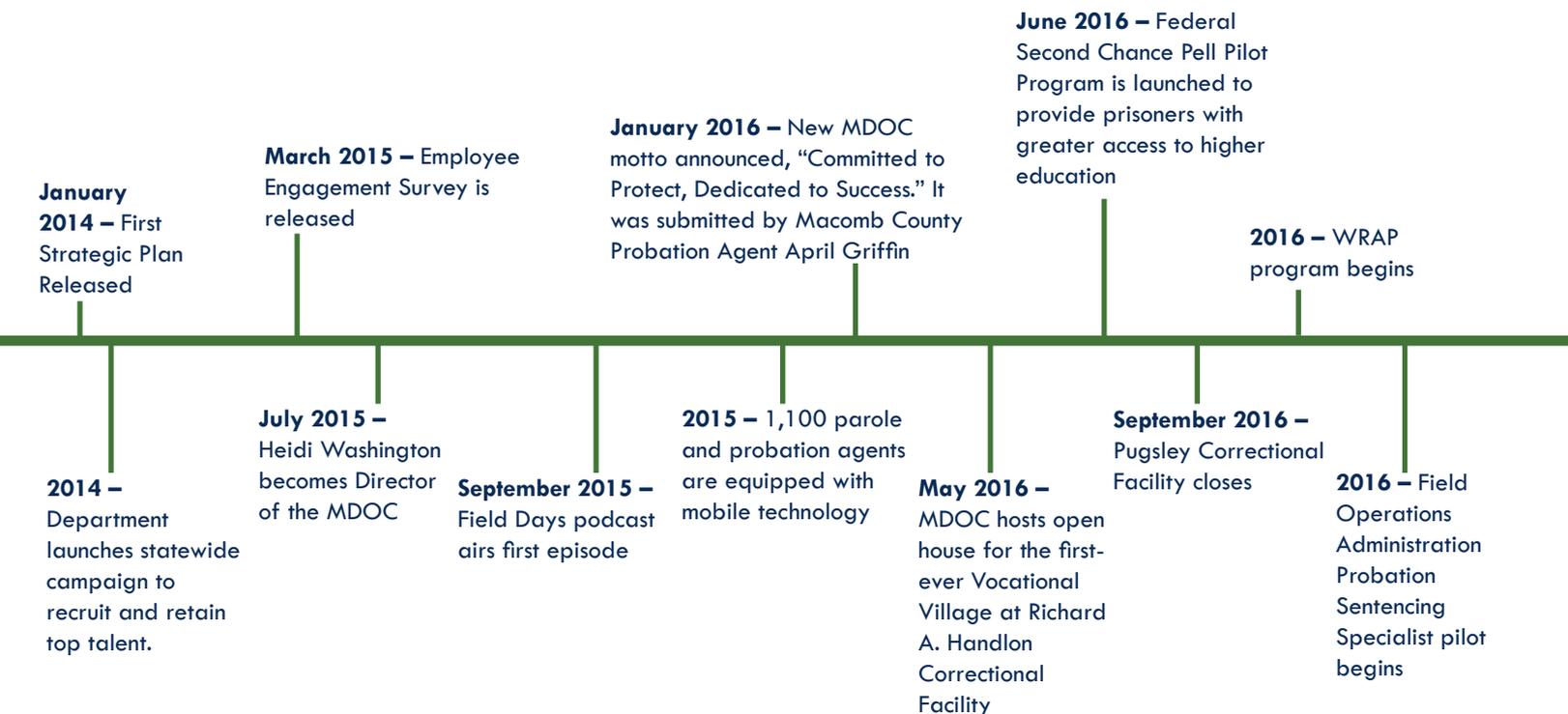
We created new opportunities for training and professional development and made sure you received well-deserved recognition. We removed barriers that stood in the way of your work and will again seek your input in the upcoming survey.

But we are not stopping there, and we are going to continue to make improvements to help shape a better future for generations to come.

Inside this report you will find details on the work that has been done around each of the Strategic Plan's goals and objectives.

The department would not have been able to reach the milestones we have, or accomplish the achievements you will see in the following pages, without your dedication, hard work and commitment to public safety. We have a lot to be proud of, and we owe so much of our success to you.

Thank you,
Director Heidi E. Washington



MDOC AT A GLANCE



13,000+
MDOC Employees



76%
Employees Engaged



105
Field Offices



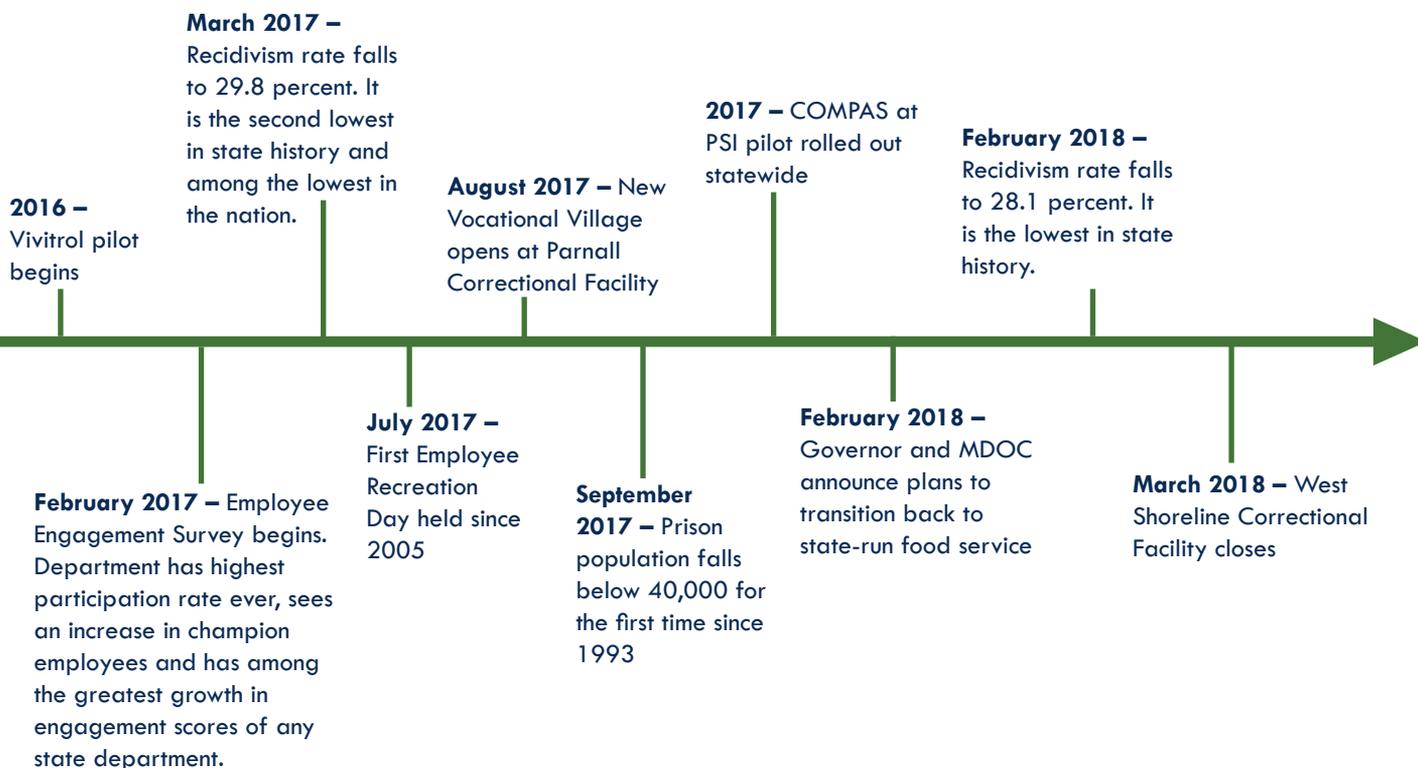
<39,000
Prisoner Population



30
Correctional Facilities



28.1%
Recidivism Rate



INVESTMENTS IN YOU

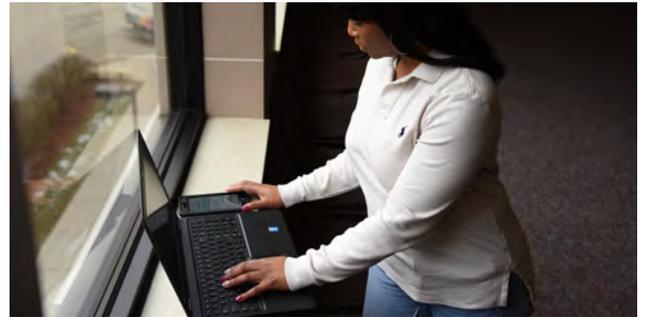
Of any investment we could make, our investment in you – our employees – is our most important.



We invested in new technology like laptops and cell phones for agents and will be upgrading computer systems in the near future. We revamped training, and most of all, we sought to make sure your outstanding contributions were recognized.

These efforts are leading to positive results.

We made a commitment to improve safety and performed security upgrades at worksites around the state including updating lighting, personal protection devices and camera systems. We made it a priority to equip agents with ballistic vests, and will soon make department-issued weapons available to those in the field.

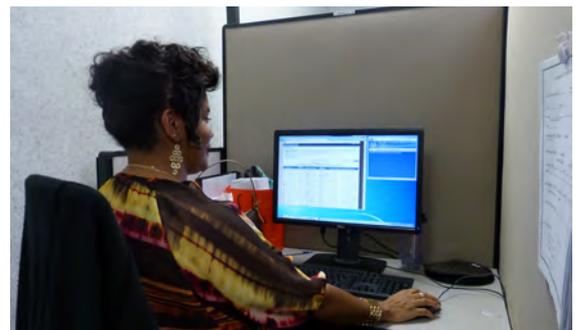


WE CAN ACHIEVE MORE together when you feel valued and have the tools and training you need to excel in your work.



In 2017, the state administered its fourth Employee Engagement Survey and the MDOC had its highest participation rate yet, with 72 percent of staff sharing how they feel about their job. Results also showed employees are more engaged now than they ever have been since the survey began in 2012, and are more likely to continue their careers with the department.

Our investment in you will not end today. We will continue to make changes to ensure the Michigan Department of Corrections offers an environment that supports you.



OFFENDER SUCCESS

Calvin College works with prisons to offer courses to inmates

Probation program aimed at female addicts

Michigan prison teams up with dog rescue group to rehabilitate dogs

Michigan's rate of repeat offenders is lowest on record

In 2015, with the appointment of Director Washington to lead the department, a new vision, focused on “**Offender Success**” was launched.

It fits within the tenants of the Strategic Plan, and this model now permeates everything we do. The vision behind this model is that every offender released from prison will have the tools they need upon release to succeed in the community, so they can become productive and self-sufficient citizens.

It impacts every aspect of departmental operations and drives the discussion and effort within the department. The mission of Offender Success is to reduce crime by offering programs, services, and opportunities to offenders with the goal of employment and self-sufficiency. We know that education is key and that is why the MDOC has launched programs like the Vocational Village and Pell Grant housing units that will continue to expand into more facilities in the coming years.

Offender Success impacts more than just an offender’s time in prison. One of the goals is to divert offenders from prison if their needs can be better addressed in the community. We look at both their risks and needs and the reasons that brought them into contact with the criminal justice system, rather than simply relying on incarceration as a punishment for their actions.

While incarceration is often used as a short-term approach to improving public safety, true long-term public safety comes from changing the thought processes and lives of offenders so they are better than when they first came to us. This means providing them with an education, job skills and other important needs. We also provide them with key reentry services, ensuring they have a safe and stable living environment upon release. With those tools, they will be less likely to reoffend and more likely to be productive, self-sufficient members of the community.

RESULTS

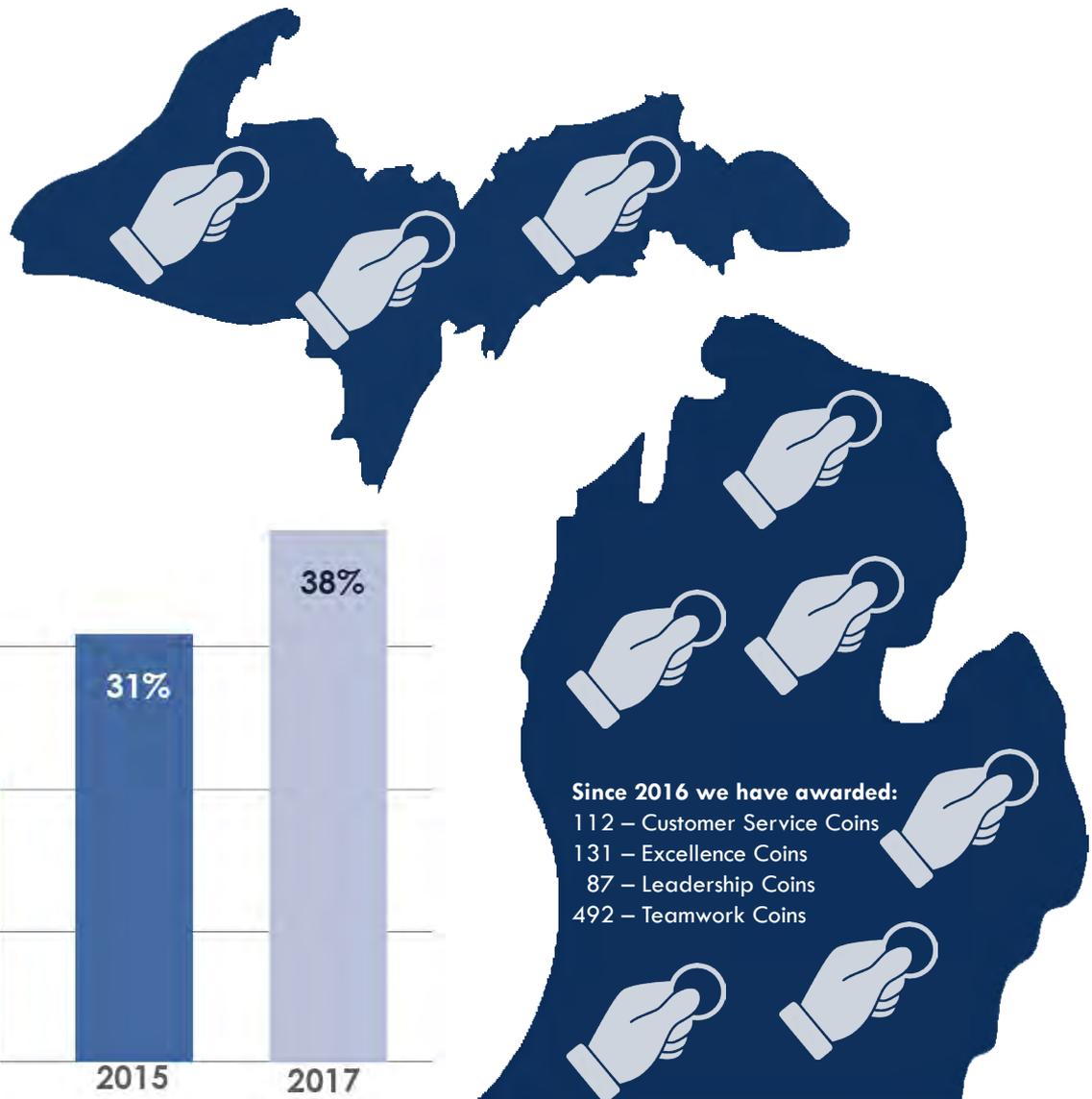
The Michigan Department of Corrections has instituted a number of important changes for its employees including enhanced communication and inclusion in the department's decision-making processes, and greater opportunities for professional growth and recognition for a job well done.

The department boosted its internal communication efforts, revamped the MDOC's newsletter, initiated an EPIC newsletter and launched the Field Days podcast to help get the word out about important initiatives. Department administrators continuously visit worksites around the state to talk to employees about their jobs.

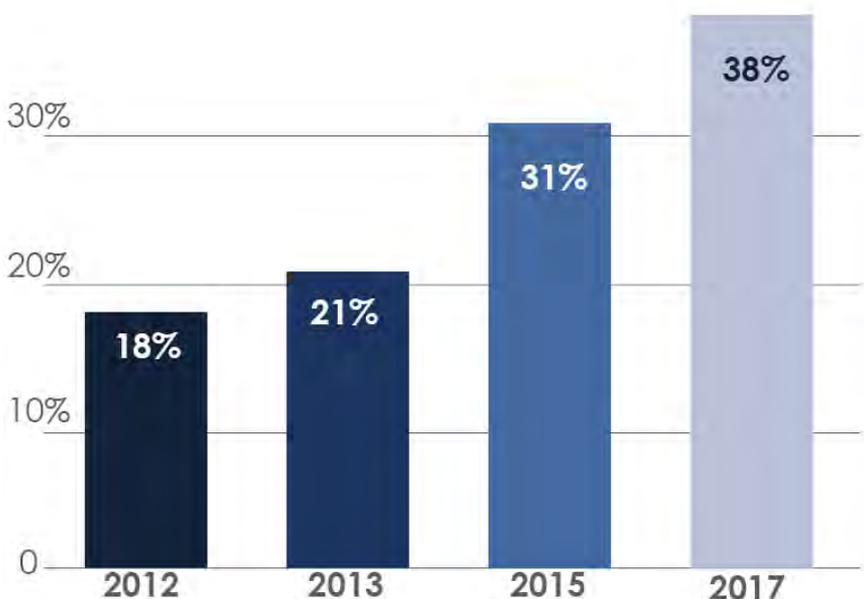
In addition, more than 350 employees have participated in 27 Effective Process Improvement and Communication and Lean Process Improvement teams since 2016, providing valuable insight and recommendations on department processes and practices. Hundreds of employees have been recognized for their outstanding contributions to the department and to their communities.

Participation in the anonymous Employee Engagement survey has grown each year and in 2017, the MDOC had its highest participation rate yet with 72 percent of staff completing the survey.

The results of the most recent survey showed that employees are more engaged and are more likely to continue their careers with the MDOC. Engagement among department employees has increased from 60 to 65 percent between the 2015 and 2017 surveys. Only two state departments showed greater growth in engagement.



Champion Employees



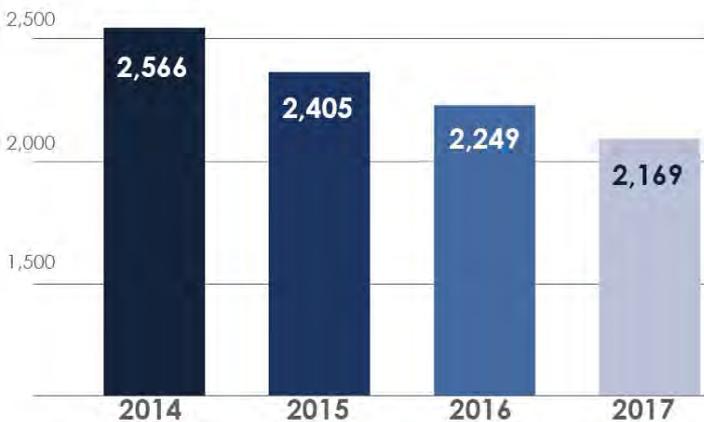
“Committed to Protect, Dedicated to Success”

MDOC unveils new motto following department-wide vote

Michigan Department of Corrections receives award from *DOD

Gov. Rick Snyder highlights success of Michigan Department of Corrections in State of the State

Michigan reports lowest-ever prisoner return rates

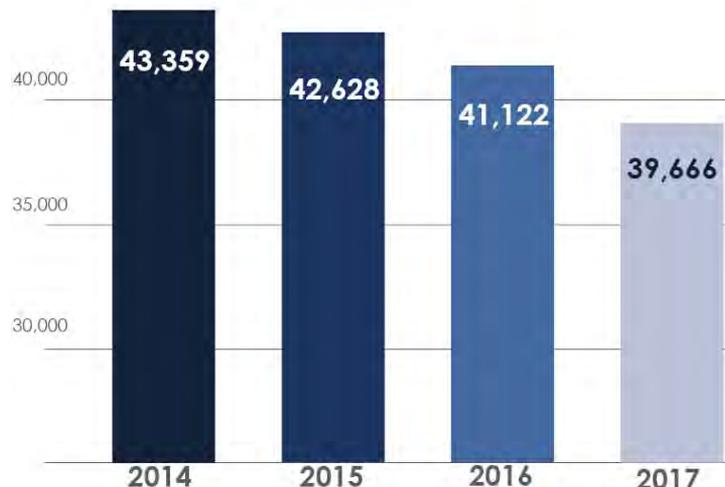


Probation violators intake

The department has established programs and alternatives to prison that help ensure an offender's success out in the community and has reduced the intake of probation violators. Programs such as the Wayne County Residential Alternative to Prison, Special Alternative Incarceration and specialty courts like sobriety, veterans, mental health, drug, and the Swift and Sure Sanctions Probation Program have provided judges alternatives to prison sentences.

Prison population

The department's prison population has reached its lowest level since 1993. In September of 2017, the department announced that the prison population had fallen below 40,000.



*Department of Defense

STRATEGIC PLAN

In 2013, a team of individuals from across the MDOC came together to craft the department's first-ever strategic plan. Over a period of several months, every aspect of each administration was examined, and that great work culminated in a five-year plan that outlined the department's strategic goals, vision and values.



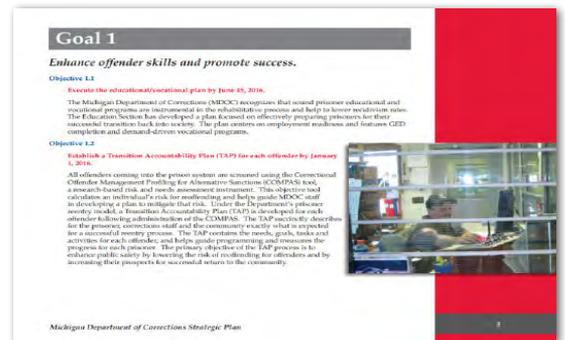
The strategic plan was meant to serve as a road map for the department from Jan.1 2014, through the end of 2018.

This plan has guided the department since then, as we have all worked to achieve the goals and objectives it provided.

As we now complete the final year of the plan, we want to share an update on how far we have come with each goal.

On the following pages, we will go into detail on each, as well as share stories

on programs that were created as a result of these efforts. And we will share stories of staff who have gone above and beyond in meeting the objectives laid out in the plan. There is much to be proud of, as employees from across the department have worked tirelessly in their efforts to not only keep the public safe, but to go further and push themselves, their offices and their facilities to become the kind of department this first-ever strategic plan envisioned.



MISSION

We create a safer Michigan by holding offenders accountable while promoting their success.

“Committed to Protect, Dedicated to Success”

- MDOC Motto

VISION

The Vision of the Michigan Department of Corrections is based on the following principles:

- We remain committed to the protection of the public, safety of our staff and security of offenders.
- We actively engage in the development of effective criminal justice policy.
- We ensure sound management using proven fiscal practices and outcome-oriented strategies.
- We hire, train, equip, support and mentor a high quality staff and hold them to the highest professional standards.
- We provide humane and protective custodial care, rehabilitative opportunities and reentry assistance for offenders under our supervision.
- We establish meaningful partnerships with public and private entities to assist us in successfully accomplishing our mission.
- We conduct all of our duties and responsibilities with the highest degree of integrity, expectations for excellence and respect for the value and dignity of human life.

VALUES

INTEGRITY:

Doing the right thing for the right reason.

TEAMWORK:

Working together to get the job done.

LEADERSHIP:

Inspiring others to accomplish the mission.

EXCELLENCE:

Maintaining the highest standards in your professional and personal life.

RESPECT:

Treating others as you would like to be treated.

LOYALTY:

Demonstrating commitment and dedication to the organization and to each other.

GOAL OVERVIEW

The 2014-2018 Michigan Department of Corrections Strategic Plan identified seven goals and multiple objectives meant to aid in achieving those goals.

GOAL 1

Enhance offender skills and promote success

- Educational/vocational plans
- Transition accountability plans
- Evidence-based core programming
- Required programming

GOAL 2

Improve employee engagement and enrichment

- Employee recognition
- Internal communications
- Professional development opportunities
- Small work teams

GOAL 3

Achieve team success through effective training

- Leadership training programs
- Agency-wide training program

GOAL 4

Commit to continuing quality improvement through best practices

- Improve operations

GOAL 5

Recruit, develop and retain a mission-driven workforce

- Employee evaluations
- Recruitment plan
- Mentoring programs

GOAL 6

Improve organizational image

- Promote department accomplishments
- Staff wellness

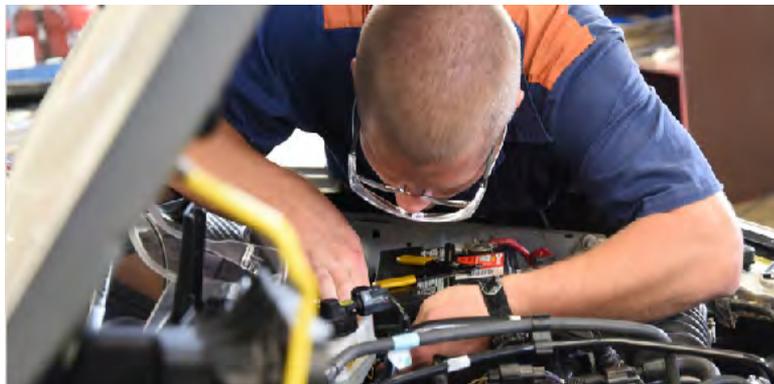
GOAL 7

Improve and invest in technology and infrastructure

- Capital outlay plan
- Legacy modernization

GOAL 1

Enhance offender skills and promote success



Offender Programming

The department has worked to provide critical cognitive behavioral programming prior to offenders' earliest release dates, in an effort to ensure they are prepared to reenter the community as successful and productive citizens. In 2014, the department began delivering the Violence Prevention Program (VPP) at all facilities statewide, except Charles E. Egeler Reception and Guidance Center, the Special Alternative Incarceration Facility and Women's Huron Valley Correctional Facility. This expansion of the program has diminished the need for prisoner transfers to complete VPP and has drastically reduced wait times.

The department has also expanded sex offender programming to help address the

issue of programming waitlists. More than 25 groups are ongoing at hub sites statewide, as well as Marquette Branch Prison and Newberry Correctional Facility, and work to complete Sex Offender Risk Assessments within two years of a prisoner's earliest release date has continued. Programs are constantly monitored by trained Offender Success Administration and Correctional Facilities Administration staff to ensure programs are continuously running at capacity and to maintain accountability. Placement in programming continues to be driven by a prisoner's parole eligibility date. Prisoner records are also continuously reviewed so waiting lists can be corrected as necessary and staff have been added to assist with identifying program needs.

Evidence-based program – Moving On

Moving On is a gender-responsive program that aims to address the risks and needs of female offenders.

The program's goal is to not only reduce criminal behavior, but to also improve the health and well-being of women, their families and the community.

The development of Moving On was influenced by three approaches—relational theory, motivational interviewing, and cognitive-behavioral intervention. It takes into account the fact that the social, emotional and behavioral problems faced by women can often be traced to issues within relationships, whether in their families, with personal acquaintances, or in society.

It helps women identify personal and community resources that can help, and provides them with alternatives to criminal behavior.

The program encourages personal responsibility, motivation for positive change, building and maintaining healthy relationships and stress management.





Transition Accountability Plan

A successful reentry process relies on the appropriate coordination of department and community resources. A Transition Accountability Plan lays out the needs and goals for each offender and guides programming. It can include home placement and transportation plans, parole expectations, employment readiness preparation and summaries from COMPAS, a research-based risk and needs assessment tool. The goal is to enhance public safety and lower the risk of re-offense by addressing offender needs and providing them with tools and resources that can lead to their long-term success.

Evidence-based core programming

The department has invested in evidence-based programs backed by research and designed to reduce the risk of re-offense by changing negative behaviors and thought processes. Using guidance from comprehensive assessment tools, such as COMPAS, offenders are provided programming suited to address their specific risks and needs. Some of these programs include core cognitive-behavioral programs such as Thinking for a Change and the Violence Prevention Program, as well as gender-informed programs such as Moving On, and trauma-informed programs such as Seeking Safety. The department's emphasis on skilled trades training is also improving outcomes for offenders and the community by providing offenders with the education they need to land stable careers, reducing the risk that they will commit new crimes.



VOCATIONAL

In 2016, the department created the Vocational Village. A transformational and groundbreaking program that is the first of its kind in the country. This skilled trades training program provides a positive learning community for prisoners who are serious about completing career and technical education. The prisoners live and learn together in a therapeutic environment, and have full days of training and classroom instruction intended to mimic a typical workday outside prison walls. They can earn state and nationally recognized certifications in their trades and have the ability to secure employment prior to release.

The first Vocational Village site was at Richard A. Handlon Correctional Facility, in Ionia. A second site was launched in 2017 at Parnall Correctional Facility, in Jackson. A third Vocational Village site at Women's Huron Valley Correctional Facility is expected to open in the 2019 fiscal year.

When operating at full capacity, the two open Villages have the capacity to train more than 400 prisoners.

Michigan inmates paroled with new job skills

'Guys without hope find their way back,' prisoner in new vocational village says

Vocational Village at Richard A. Handlon Correctional Facility Celebrates One-Year Anniversary with Open House

Vocational training for prisoners coming to Jackson facility

Michigan prison program offers chance to learn trade, hope of a job

VILLAGE



Life has changed in dramatic ways for Salvador Gutierrez.

In 2015, he was on his way to prison after being sentenced on drug charges.

Three years later he was a special guest at the 2018 State of the State address. He was praised by Gov. Rick Snyder during the speech for the hard work and determination that allowed him to land a job after completing training at Richard A. Handlon Correctional Facility's Vocational Village. The Governor directed a round of applause for Gutierrez and his successful start in his new career at a Holland, Mich.-based manufacturer.

Gutierrez trained in CNC machining while enrolled in the Vocational Village at Handlon, earning four nationally-recognized certificates. After completing all tiers of the machining course, he continued to participate in the program as a tutor and mentor to new Vocational Village students.

"I knew there was a way back, but I didn't know how good it would be," Gutierrez said of his efforts to turn his life around and learn new job skills.

His story was just one of the successes related to the Michigan Department of Corrections that was highlighted during the Governor's eighth State of the State address. Gov. Snyder also pointed out the department's declining recidivism rate and falling prisoner population.



GOAL 2

Improve employee engagement and enrichment

It's important for you to feel respected, valued and appreciated for the work you do to keep Michigan's residents safe and lead offenders to more productive and successful lives. The department sought to ensure you were recognized for your contributions and that you had the information you needed to thrive in your role as a member of the law enforcement community.

Employee Recognition

The department expanded employee recognition efforts to celebrate your successes and accomplishments, and honor you for a job well done.

Supervisors and other MDOC leaders stepped up efforts to acknowledge your contributions to the department's success and to your communities

through coin presentations; Lifesaving, Citizenship, Valor and Meritorious Service Awards; Military Excellence Awards and Employee of the Month awards. The Employee Appreciation Banquet was also broadened to include recognition for MDOC staff across all work areas. In addition, the department organized a non-profit organization to promote employee engagement, fundraise and plan events for staff.



Internal Communications

In each statewide Employee Engagement Survey you indicated the importance of internal communication and the department made it a priority to strengthen these efforts.



The department established a comprehensive communications plan that addressed communication across a number of platforms including the department website, social media, email and newsletters.

The MDOC ramped up its activity on social media, renamed and redesigned the MDOC newsletter using your suggestions and feedback, and began using Nixle to share real-time information by text message, email and voice message on major events. A number of worksites and regional groups also launched their own monthly newsletters to better communicate information with you, and a newsletter was created to update employees statewide on Effective Process Improvement and Communication (EPIC) teams. In 2015, the department launched Field Days, an award-winning weekly podcast that covers new initiatives and other issues impacting the department. The podcast was created as a new avenue for you to learn more about what was happening across the MDOC and connect with its mission.



Professional Development Opportunities

Providing you with the tools and training you need to advance your knowledge and enhance your work is crucial to achieving success in our mission to keep Michigan residents safe.

The department has invested in training and professional development opportunities to make sure team members are informed on emerging best practices and issues impacting their work areas.

Training sessions were organized for correctional facility chaplains, administrative assistants, and parole and probation supervisors, among others. Comprehensive leadership trainings were also held for MDOC supervisors, managers and administrators.

In addition, sessions on emerging best-practices, such as the use of Collaborative Case Management and Carey Guides to help guide offenders to more successful lives, were offered to staff.



Small Work Teams

Employees working on the front lines are one of the department's greatest resources when it comes to developing ideas for meaningful changes that can improve operations. The department created the Effective Process Improvement and Communication section to organize work teams that included diverse groups of employees representing all areas of the MDOC. The teams meet regularly to study opportunities for efficiencies and improvements to operations and make recommendations for changes to department leadership. The department expanded the use of these teams and also utilized Lean Process Improvement and Operational Excellence teams to examine issues impacting the department. The MDOC has experienced great success through the use of EPIC teams and a number of recommendations have been instituted, including the creation of department-sponsored shooting teams, the segregation reform committee, recognition of military veterans and improvements to staff training and recruitment processes.



Shooting Team

The Michigan Department of Corrections landed high on the podium during the 80th Michigan Police Pistol Match in September 2017.

The department, which sponsored three shooting teams, took second place in the Class AA Division at the event, which included nearly 150 competitors from law enforcement agencies across the state.

Director Heidi Washington organized a Competitive Shooting Team Committee through the EPIC Office and laid out a number of goals including, establishing guidelines for the creation of shooting teams at worksites, expanding the MDOC's presence and ranking at the Michigan Police Championship, and improving the skills of MDOC staff in the area of firearms management for the benefit of the department and the individual.

The MDOC sponsored teams participating in the Michigan Police Pistol Match were comprised of the department's top shooters based on the results of a "Postal" match. Many other department employees participated individually or as members of a worksite team.



GOAL 3

Achieve team success through effective training

It is important for the department to offer comprehensive training that gives you valuable skills and knowledge to enhance your work and advance your career. Developing the next generation of leaders and maintaining a highly-qualified staff is crucial to the department's success today and into the future, and employees must be prepared for the work that lies ahead of them.



Leadership Training

Effective leaders are important for setting and maintaining the direction of the department and a healthy work environment. Since 2014, 372 new supervisors and managers, and 381 new sergeants have received training to prepare them to be capable and talented leaders. The department continued new sergeant, supervisor and manager training through 2016 and reinvested in these training efforts in 2017. In addition, the department launched a 16-module leadership training initiative in 2015 for mid- and executive-level staff through the State of Michigan's contractual leadership consulting firm – the Institute for Leadership Fitness. Since the initiative began, 531 managers, supervisors and administrators have received training. The department is also reviewing, revising and developing a new leadership training curriculum for employees throughout the department.

Agency-wide Training Plan

The department has made it a priority to prepare annual plans for both in-service and new employee trainings that are regularly reviewed and updated to account for changes in law, operational needs and other factors influencing corrections.

In 2015, the department returned to the use of in-house training academies for corrections officers. It is currently reviewing potential long-term locations for academies and for the delivery of critically-important programming for new employees.

A Training Support Unit has also been developed that will house the leadership training program, curriculum development, reentry training, Field Operations Administration training and technology development. The department is exploring the use of a learning management system that is designed to enhance training and the development of training plans for individual employees.

Revamp of Training and Recruitment

Director Heidi Washington made it a goal to reinvest in training when she took the helm of the department. She and other department leaders sponsored a comprehensive Lean Process Improvement review of the Training Division in 2017 with the assistance of the Office of Performance and Transformation.

The six-week process was intended to map out the structure of the Training Division and redesign it in a way that would allow it to be more effective and efficient going forward. When the review was completed, Director Washington approved 19 recommendations made by the team that will benefit MDOC employees and improve services to future applicants.

Recommendations made by the team, which was comprised of a diverse group of individuals from across the department, included:

- Establishing dedicated academy locations
- Reinstating a non-custody new employee school
- Centralizing all training and recruitment staff under the Training Division
- Investing in technology to support training
- Improving the academy experience for new recruits and their families
- Expanding leadership and new supervisor/manager training
- Reviewing and updating training modules to emphasize staff and offender success
- Updating recruitment materials and outreach efforts
- Streamlining the recruitment process



These changes will help ensure you and new staff will be prepared to meet future challenges and the work that lies ahead.



GOAL 4

Commit to continuing quality improvement through best practices

Corrections is constantly evolving as new laws, research and evidence-based practices enter the criminal justice field. It is important for the department to consistently review policies, procedures and operations and stay informed on the latest best practices, so they can be appropriately incorporated into our work.

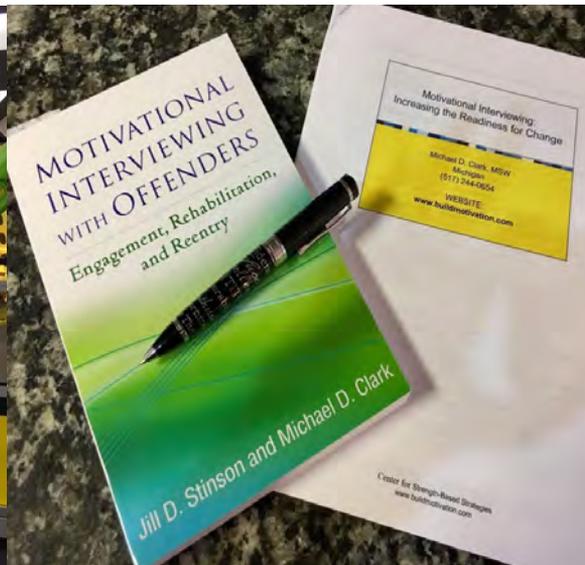


Exploring Best Practices

The department has expanded the use of its Effective Process Improvement and Communication (EPIC) teams to craft recommendations on areas for improvements. In addition, the agency developed Operational Excellence and Lean Process Improvement teams that included diverse groups of employees representing all areas of the department. Each of these teams explored emerging



best practices in areas impacting corrections and made suggestions to leadership on how these practices could be leveraged to help the agency achieve success. Individual employees were also empowered to lead pilot programs and train their colleagues on new initiatives. Since 2014, the department has instituted a number of evidence-based programs and best practices to enhance operations. These include the establishment of Probation Sentencing Specialists, Collaborative Case Management, Carey Guides training and the launch of the Gender-Informed Practice Assessment.



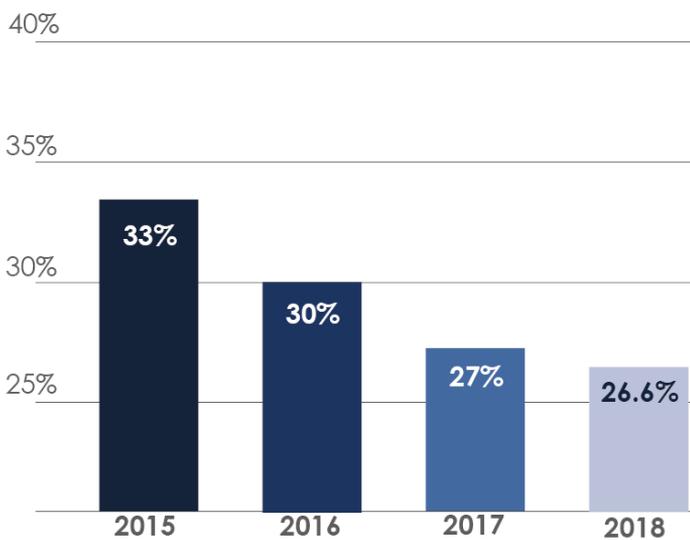
PROBATION SENTENCING SPECIALISTS

The Probation Sentencing Specialists pilot started in 2016 and went statewide in mid-2017. The program's aim is to assist in making the most informed decision possible for straddle cell recommendations.

Through June 2018, the four specialists overseeing the entire state have reviewed more than 7,000 straddle cell pre-sentence investigation reports. The courts followed our sentencing specialists recommendations 46% of the time which ultimately reduced the number of offenders sentenced to prison.

This has led to real and tangible results. Before the pilot began, the statewide straddle cell prison commitment was 33% and has since been reduced down to *26.6%.

Straddle cell cases to prison



*Data collected through June 2018

Carey Guides

The interactions field agents have with the offenders they supervise is critical to their future success. It is important for offenders to understand the underlying factors of their criminal behavior and be taught the skills they need to make positive changes in their lives.

That's why the department piloted Carey Guides in 2017. It provides an additional resource to agents to help lead parolees and probationers to more productive and successful lives in the community. The guides are a cognitive-based tool designed to assist offenders in recognizing negative behavior and actions and the steps they need to take to change it.

The pilot began with 100 agents statewide utilizing the guides to address the needs of high-risk to medium high-risk offenders.

Agents work with offenders on their caseload to complete worksheets during in-person office visits and assign homework for the offender to complete before their next report. The goal is to reduce recidivism by addressing and changing patterns of behavior that lead to crime.

COMPAS

For more than a decade, the MDOC has been using an assessment tool called COMPAS to provide an in-depth look at offender risk and needs in order to determine programming and treatment.

It is considered a critical component to effective intervention that can reduce recidivism.

Its use in courtrooms began in August 2015 with a pilot in Kalamazoo County, and it has since been expanded statewide. The goal is to provide judges with more information to consider about an offender and potential supervision and programming that could help meet their needs to reduce the risk of re-offense.

The assessments are completed by MDOC field agents at the time of the pre-sentence investigation and include an interview, as well as a self-assessment completed by the offender. They take into account a number of factors including history of violence and substance abuse, financial needs, employment, education, upbringing, mental health, family support and long-term goals.

The comprehensive assessments help provide a complete view of how to help individual offenders.

Judges across the state have reacted positively to the use of the assessment tool in courtrooms and have said they feel they are getting better and more complete information about offenders and their needs.



GOAL 5

Recruit, develop and retain a mission-driven workforce

The department cannot achieve success in its mission to protect the public without the commitment and dedication of qualified staff. Attracting and retaining a statewide team of talented individuals is fundamental to the health and future of the department.

Employee Evaluations

Meaningful feedback can serve as a motivational tool and foster career development. Managers and supervisors are encouraged to provide timely feedback to employees to help you excel in your work. This is reinforced during leadership trainings offered by the department that emphasize the importance of open communication between managers and their employees.



Mentoring Programs

Experienced staff members are a valuable resource for cultivating the next generation of corrections employees and leaders. The wealth of knowledge and experience senior employees offer can be a tremendous asset to the career growth of newer team members. The department has offered job shadowing and cross-training opportunities to health unit managers and Field Operations Administration employees. Cross-training for health unit managers has helped provide employees with opportunities for professional growth and leadership, and giving field agents the ability to shadow other agents assigned to specialty caseloads has allowed them to familiarize themselves with other areas of supervision. Additionally, new corrections officers are paired with experienced staff during their eight weeks of on-the-job training.

Recruitment Plans

In 2014, the department launched a statewide campaign to recruit and retain top talent. The MDOC widely advertised its employment opportunities with statewide media and on billboards, posters and radio advertisements. The training division developed plans to attend job fairs across Michigan and in neighboring states to help attract the most qualified candidates. Since 2015, the Training Division has ensured department representatives were present for more than 450 career events. These efforts helped the department fill more than 2,000 corrections officer vacancies between 2015 and 2017. Recruiting efforts have also been expanded to include the active recruitment of healthcare professionals. The department has made a number of other improvements to recruitment including providing veterans-preference incentives, streamlining the medical screening process, updating informational materials and regionalizing the interview process.



New Officer Academies

The Michigan Department of Corrections plans to hire more than 700 new corrections officers to fill vacancies at facilities statewide in 2018.

Those new recruits will go through eight weeks of intensive physical training and classroom instruction on facility security, disturbance control and managing prisoner behavior, among other topics, before moving on to eight weeks of on-the-job training.

The training can be grueling, but Maria Zavala, a corrections officer at Michigan Reformatory, said it was also exhilarating.

“It forced you to push yourself and see progress,” Zavala said after completing the academy in 2015.

“It was definitely a great learning opportunity.”

- Maria Zavala

In 2014, the department initiated a major push to recruit new officers to offset a wave of retirements stemming from a hiring boom in the 1980s. Between 2015 and 2017, the department hired more than 2,000 new corrections officers.



New Agents

A passion for law enforcement and a drive to help change lives in a positive way drew Martina Griffin and Lauren Ozias to careers as Macomb County probation agents with the Michigan Department of Corrections.

Griffin and Ozias completed their training in January 2018 and were sworn in with about 20 other new field agents and field service assistants.

Griffin fell in love with field work after transferring from the former Mound Correctional Facility to the Detroit Metro Parole Office as a secretary. She looked forward to having more opportunities to assist her coworkers and interact with offenders and their families in a positive way through her work as an agent.

Ozias spent the first five years of her career as a police officer for the McKinney Police Department in Texas, before she moved on to work with children’s protective services. It seemed like a natural transition when she decided to work for the MDOC as a probation agent.

“This is a great fit for me.”

- Lauren Ozias

“I’m really excited about it.”

GOAL 6

Improve organizational image

The work we do in this department changes lives. Our staff are highly trained professionals who work every day to keep the public safe, yet that can often go unnoticed and unappreciated by those in the general public and in the media.

Because we work in a challenging environment, sometimes that negativity is all people see, and sometimes is all we hear from the outside. Our goal was to begin to change that and be far more active in telling our story, sharing our successes and making sure our fellow employees know about all the good work that is being done around the state and how what they do fits into the larger picture.



Staff Wellness

We all want to be healthier, and the department's goal was to find ways to assist you in achieving that, whether it be with physical health, mental well-being or other ways to look and feel better.

In working on this goal, research was done on dress codes, fitness and grooming standards. This then led into further discussions on promoting physical and mental wellness across the department. In 2016, the department partnered with the Michigan Corrections Organization on a study on wellness and the link between officers with PTSD and their exposure to traumatic events and high-stress situations. A new Wellness EPIC Team was established to address these issues. Offices and facilities around the state organized weight loss challenges and found other unique ways to promote healthier lifestyles. Staff were also encouraged to dress professionally and take pride in their uniform and respect it. Leadership training that a growing number of staff have received, stresses the importance of work/life balance, and those that have gone through the training have brought that message back to their work sites.

Promote Department Accomplishments

In a department of this size, and with the caliber of employees we have, there are no shortage of accomplishments, so the goal was to find ways to spread the word about them. The department began utilizing social media as one quick tool to share stories of employee awards, successful programs and milestones achieved. These can then be shared widely among friends and family members of our staff, so they can also see the positive work that goes on. A number of staff members opened Twitter accounts and shared information about their colleagues, offices and facilities.

The department also completely revamped its newsletter to feature more stories of staff and the great work they do. Employees were encouraged to share story ideas about their colleagues or themselves for the work they do for the MDOC, but also out in the community. The department's new weekly podcast, Field Days, has also been another great avenue to promote the good works of the department, as it has gained listeners from around the country. The Public Information Office has also worked with state and national TV, print and radio reporters and shared stories of staff and program successes with them, so the general public can see the positive side of this department.



Carla and Carl White

For more than 20 years, Carla and Carl White have been dedicated to helping Special Olympics athletes succeed.

Carla, a corrections program coordinator at Alger Correctional facility, and Carl, a retired captain from the facility, have been recognized for pouring their time and energy into supporting Special Olympics.



Carla and Carl White have served on the Law Enforcement Torch Run Executive Council, hosted multiple community fundraising runs, volunteered at many local, regional and statewide Special Olympics events and worked hard to recruit other volunteers.

Carl White was also selected to represent Michigan in the final leg of the Law Enforcement Torch Run that kicked off the 2015 Special Olympics World Games. He was one of 126 individuals from 48 states and 23 countries participating in the final leg run.

His involvement in the final leg run and support of Special Olympics was spotlighted in a number of news reports.

In 2018, the couple earned the Hall of Fame Award – the highest honor given within Michigan’s Law Enforcement Torch Run – for dedicating countless hours to helping the program grow.

PTSD Study

Michigan corrections officers are exposed to high levels of violence, injury and death events in their workplaces. They also grapple with high levels of Post-Traumatic Stress Disorder (PTSD) and depression symptoms, and as their exposure to traumatic events increases, staff’s mental health decreases.

That finding was one of the results of a study conducted by Desert Waters Correctional Outreach, a nonprofit that specializes in the health and well-being of corrections professionals. The study was based on a wellness assessment completed by about 1,000 employees represented by the Michigan Corrections Organization.

The Michigan Department of Corrections and Michigan Corrections Organization are now partnering with the nonprofit on a more extensive study that will address corrections officer stress due to traumatic incidents. It will include further research to help officers cope with work-related stress.

“Our employees are the greatest asset we have in the department of corrections and their mental health and well-being are of the utmost importance.”

- Director Heidi Washington

The MDOC Training Division has already developed a new curriculum for 2018 that will include managing stress in corrections.

Field Days Podcast



As work environments changed with advancements to technology, the department looked for new and innovative ways to reach employees in an appealing way that went beyond sending an email.

That led to the launch of the Field Days podcast. The award-winning weekly podcast shares news, hot topics and employee recognition with the department’s nearly 14,000 employees and the public.

The Field Days podcast is a sustainable means of communication that opens the door to employee engagement by offering staff a new platform for sharing their thoughts and ideas openly. Employees can send in suggestions or questions for the podcast using the hashtag **#AskFieldDays** or send an email to the hosts, Chris Gautz and Greg Straub, who will later respond on the show. Listeners can also record and send in their own custom introductions to the show, along with shout outs to their corrections colleagues.

The podcast has featured more than 100 guests, including Gov. Rick Snyder and MDOC Director Heidi Washington. It has covered topics such as the heroin crisis, the Vocational Village, legislation impacting the department and new initiatives like the Carey Guides and Vivitrol pilot programs. Episodes are available online and to podcast subscribers on SoundCloud, iTunes and Stitcher.



GOAL 7

Improve and invest in technology and infrastructure

To keep an operation as large as ours running, it takes talented staff and a lot of technology. As new forms of technology to help keep you safe became available, they were added, as well as new computer systems to keep our data secure and accessible.

There was also a real need for renewed investment in our existing infrastructure. With close to 1,400 buildings statewide, which cover nearly 12 million square feet, it is a big task, especially when you consider our buildings have to run 24 hours a day, seven days a week, every day of the year.

Capital Outlay Plan

The five-year plan for infrastructure and physical plant upgrades saw vast improvements in the past few years. Since 2014, more than 800,000 square feet of roofs have been replaced. Our energy conservation efforts have produced remarkable results. Long-term energy savings plans in the Jackson and Ionia complexes are poised to save the department \$52.5M over a 15-year period. More than a dozen other facilities have received matching funds to start energy-saving projects at their locations as well. At priority facilities, water and storm sewer repairs have been completed. By 2020, the department will have funded and completed automation of powerplants at Lakeland, Ionia, Jackson and Marquette. We have also been good neighbors in the communities where we used to have locations, and we have demolished and remediated a number of former camps and farms.

In terms of security at our facilities, by 2019, every prison will have received camera updates, improved razor ribbon on the fences, new personal protection devices and other perimeter security enhancements.

Legacy Modernization

The Legacy Modernization Plan that began in May 2013 moved all remaining data off the department's Corrections Management Information System to a new technology platform.

The next step in the modernization plan began in June 2016 which aimed to provide one integrated system that can automate all functions across the department that involve offender information. The Corrections Offender Management System (COMS) will provide offender management functions such as case management, meal tracking, health records, prisoner financial services, movement tracking, and offender counts. The desired result is a system that is built for the corrections industry and includes all current offender management functionality that resides in the department's legacy systems now, but with minimal customization.

A contract was signed with the selected vendor, ATG, in June 2018.

Implementation will take place in a series of phases over the next four and a half years according to the initial project schedule.

The result will be a more streamlined, information-driven MDOC.



Updated control center technology



Facility lights were replaced with high-efficiency LED bulbs.

Razor ribbon fencing replaced around facility perimeter



Old buildings will be demolished

A LOOK AHEAD



We will continue to:

- invest in offender success programs
- lower the recidivism rate
- reduce the prison population
- expand the Vocational Village
- use gender-informed practices
- invest in staff

As evidenced by this progress report, these past nearly five years have been a busy time for the department and much has been accomplished. That is because of the hard work of all of you, our great MDOC staff around this state and your efforts to help us meet the goals of our strategic plan.

While the end of 2018 will mark the end of this strategic plan, it does not signify the end of the progress toward an even greater MDOC.

The department plans to continue the work of the Offender Success model, while refining and strengthening it.

This will include the opening of our third Vocational Village, to be located at Women's Huron Valley Correctional Facility (WHV). The plans are for the new building to be complete and the new trades classrooms to be fully operational by early 2019. And that's not the only change coming to WHV. In early 2018, a Gender-Informed Practice Assessment was completed after staff from across the facility and department leadership met with outside facilitators to learn what is working at WHV and what can be improved. That has led to the creation of a strategic plan specific for WHV, that is focused on ensuring, the facility will be gender-responsive, trauma-informed and will offer evidence-based programming.

Additionally, coming off the success of the WRAP program in Detroit, the West Side WRAP program has begun at the Eaton County Jail, as a place for otherwise prison-bound probation violators to be sentenced. There, they will complete cognitive-based

programs and learn a trade before their release. The department is also working to hire hundreds of more corrections officers as well as other key staff, as we run additional academies to fill the continual amount of vacancies we face. Each month we lose, on average, 50 officers due to retirements, promotions or other reasons. We have been thankful to the governor for supporting our request for additional funding to keep pace with these losses. Even with a declining prison population, the closure of West Shoreline Correctional Facility in 2018 and Ojibway Correctional Facility in fiscal year 2019, there is still a great need for additional officers.

Along with new officers, in 2018, we have also hired more than a dozen new wardens, a number of new deputy wardens will also come on board, as well as the return of the assistant deputy warden position. There will be many new faces within our custody ranks as well as leading our facilities and field offices.

To get to where we are today, it took a vision by our staff and a lot of hard work. And now it is time to revisit that vision and the goals and objectives that will continue to move us forward.

In 2018, the department will create a new strategic plan that will guide the MDOC for the next four years.

This is a time of great change, but also great opportunity to mold and shape this department into one that will continue to ensure Michigan remains a national leader in corrections for decades to come.

