

REPORT TO THE LEGISLATURE
Pursuant to P.A. 166 of 2022
Article 2, Section 311
Strategic Plan Update

Sec. 311. (1) From the funds appropriated in part 1, the department shall provide a strategic plan update report that details the progress being made in achieving the strategic plan of the department. The report shall be submitted by March 1 and shall contain updates on relevant strategic plan objectives, as well as key statistics and information about the department's efforts to decrease the overall recidivism rate and promote offender success by ensuring readiness to reenter society.

Due to the COVID-19 Pandemic, many of the target dates for the Strategic Plan objectives needed to be modified. The following reflects the status of each objective:

Objective 1.1 - Enhance recruitment strategies and incentives to attract and retain quality staff.

- The college credit waiver program now allows new corrections officers 24 months to obtain the college credits
- The 2023 Labor and Economic Outlook (LEO) Dept received funding to provide grants to new corrections officers to cover up to 15 required college credits to meet their education requirements. The grant program is being administered by the Michigan Community College Association and became available for classes starting in the fall of 2022.
- Each facility now has a recruitment team that works with the Recruitment division to plan and attend job fairs and facility open houses. In 2022 the department staff attended or hosted 197 job fairs and open houses and continues to host 2-4 open houses per location a year. The open houses allow prospective employees the ability to apply and interview on site and at many locations also complete their physical fitness test.
- Working with the contracted advertising agency the department has expanded advertising on TV, Radio, Public Transportation, movie theaters, billboards, gas stations monitors, social media and continues to utilize other advertising strategies.

Objective 1.2 - Establish a Wellness Unit to address overall employee well-being.

- During FY22, the MDOC Wellness Unit and Program continued to provide and facilitate professional, confidential, and diversified wellness services to employees, retirees, and eligible family members. Wellness Program initiatives included Peer Support, Employee Chaplain Programs, and Wellness Response Dog pilot project.
- Within this fiscal year, 71 staff completed initial Peer Support training and currently serve as Peer Support volunteers at MDOC worksites. These staff members were selected by their peers and serve as volunteers within the MDOC Peer Support team. Peer Support Program volunteers provide confidential support and assistance to employees such as emotional support, encouragement, help with communication and coping skills, and referrals for professional services.
- The Wellness Unit staff provided 5,153 direct, individual mental health support services. This is a 23% increase in direct services since FY21. In addition, the Wellness Unit provided 431 group Wellness events for MDOC staff community. These group services include, critical incident debriefings and grief support, wellness-related presentations, trainings, forums and workshops with over 10,200 individuals participating in one or more wellness-related opportunities.
- The MDOC Wellness App was launched in November 2021. This confidential, corrections-specific app with various resources is available for download for MDOC employees, family members and retirees.

Objective 1.3 - Establish a new employee academy for non-custody employees.

- The first Non-Custody New Employee Training (NCNET) Academy started November 13, 2021. Since that date, the Michigan Department of Corrections Training and Recruitment Division has trained over 500 new non-custody employees with between 40 and 80 hours of hands-on, instructor-led training, based on their classification.

Objective 1.4: Establish a formalized mentoring program for staff with a target date of March 31, 2020. The members of the EPIC team are being identified.

- **This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 2.1: Establish a coaching model to improve interactions with offenders.

- For the past year, we have been working on an innovative project with the National Institute of Corrections (NIC) and Justice System Partners (JSP) around a coaching model of community supervision to support evidence-based practices and behavior change, and organizational change to implement a coaching model. Region 8 has been selected as the pilot site for this project.
- Leaders in our organization will be participating in the Community Supervision Leadership Learning Lab- a virtual six-month training experience facilitated by JSP that will help us all be more transformational leaders. Each month over the course of six months, we will participate in a virtual two-hour session where you'll learn about a topic and skills. In addition, there will be a team developed capstone project that helps move one of the coach concepts forward.

Objective 2.2: Become a trauma-informed department.

- **This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 2.3: Explore ways to refine the department's employee disciplinary process.

- A new Operating Procedure has been implemented outlining the creation of the HARTT (Helping Achieve Recovery Through Treatment) Program - OP 02.03.100B. Employees who suffer from alcohol addiction discovered through the department's alcohol testing program are eligible for this voluntary program. Employees must follow all recommendations in the treatment plan, submit proof of program compliance and comply with the MDOC drug and alcohol testing procedures. The goal is to allow employees the opportunity to focus on their sobriety and wellness while maintaining employment.

Objective 2.4: Define a team and process for ongoing technology review that will enhance staff and offender success.

- The EPIC Tech Team continues to meet weekly and submits recommendations to department leadership for consideration.
- The Team is helping to move projects that have been approved through the implementation phase

- Other EPIC Teams continue to refer projects to the Tech team to examine the technology and make a final recommendation to the director such as Package Scanners.

Objective 3.1: Provide continuous case management from conviction through discharge.

- Case Management for Field Operations and Parole Board (FOA/PB) part 1 deployed September 2022.
- Case Management FOA/PB part 2 staff training runs March-June 2023 with over 8000 staff (both FOA and CFA) expected to be trained in twelve weeks. All FOA/PB and CFA Case Management users will be live in COMS and similar work in OMNI will cease in 2023.
- Case Management CFA part 1 is in progress.
- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 3.2: Develop a communication pathway for relevant information sharing between all administrations and stakeholders.

- COMS Case Management for FOA/PB part 1 went live Sept 2022. Next major collaboration improvement arrives with FOA/PB part 2 in July 2023 when both FOA and CFA will be entering and sharing case notes through COMS.
- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 3.3: Redefine the roles and responsibilities of staff pertaining to mentoring, care and case management of offenders.

- The team developed case management standards, the case management manual and the training plan.
- Team members are providing in-person to training to all facilities on the case management supervision levels and expectations, providing an overview of the case management manual and statewide plan for roll-out.

Objective 4.1: Create a program and security classification continuum that outlines placement, from reception to parole.

- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 4.2: Align department resources with offenders' risks and needs.

- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 4.3: Re-evaluate and employ assessment instruments with a focus on reducing offender risk with a target date.

The EPIC team made recommendations related to the use and quality assurance of multiple assessment tools that were approved by department leadership. The deployment of additional resources and assessments is ongoing.

Objective 5.1: Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender population.

- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 5.2: Continue to safely reduce the use of segregation.

- The use of Administrative Segregation within the MDOC has continued to decline. The 2021-2022 average administrative segregation census was 372, or just over 1% of the total prisoner population. This is down from a daily average census of 1,300 in 2007-2008, 972 in 2013-2014, and 619 in 2017-2018.
- The EPIC Segregation team has developed target dates for each of the approved segregation recommendations. The EPIC Segregation Team will continue to meet as a team until all recommendations are fully implemented.

Objective 5.3: Expand strategies to better and more consistently manage Security Threat Groups.

- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 5.4: Further develop strategies to manage the transgender population.

- The department finalized the recommendations from the EPIC team and the implementation workgroup is now working on operationalizing those recommendations.

Objective 5.5: Implement the Women's Huron Valley strategic plan.

- The Warden at WHV continues to work on the objectives outlined in the WHV Strategic Plan. Updates are routinely provided and shared with Administration.

Objective 6.1: Evaluate the effectiveness of offender programs and supervision strategies.

- **NOTE: This objective will be carried over to the 2023-2026 Strategic Plan.**

Objective 6.2: Develop and implement a Medication Assisted Treatment program.

- The MDOC continues to utilize Sublocade for all individuals needing buprenorphine treatment. Education regarding oral naltrexone was offered to staff and medical providers, and the department began offering it at all 28 prison facilities. In 2023 it is anticipated that we will transition all individuals on Sublocade over to oral buprenorphine due to medication costs, although the continued use of injectable medications would present a reduced staff burden and security concerns. The Department is requesting appropriations to expand the availability of MAT in additional facilities.

Objective 6.3: Expand the opportunities to foster offender success.

- The Department will continually look for additional opportunities and programming to foster offender success. Implemented examples include the Vocational Villages, Post-Secondary programs, vital document services, the deployment of a learning management system and new technology for soft skills building.

Objective 7.1: Establish a mentoring program for parolees.

- To date, the new mentor coordinator has reached out to close to 900 organizations in the state to promote the mentoring program and recruit non-peer mentors (i.e. Red Cross, Goodwill, Chambers of Commerce, Kiwanis Clubs, Rotary Clubs, social service groups, faith-based organizations, volunteer groups, veterans groups, colleges/universities, non-profits, etc.)
- The program is expected to formally launch in the summer of 2023.

Objective 7.2: Further develop risk-based strategies to guide recommendations, supervision and resources.

- FOA has fully implemented the Risk Based Response and Incentives for all of FOA and the Structured Decision Making Framework (SDMF) tool in the Parole Board.

Objective 7.3: Expand investment in female offender programs.

- This team is in the implementation phase. Several recommendations have been completed. The following recommendations have been completed:
 - Education for agents on available programming.
 - Disseminate information on OSAA and CCAB programming to FOA leadership to be communicated to direct line staff during monthly staff meetings. Agents were informed that CCAB and OSAA statewide directories are available in DAS. Field supervisors and agents including PSI writers attend CCAB and OSAA meetings to discuss accessing available services, identified needs for additional services, and to be given the opportunity to network.
 - OSA Encourage community partners to facilitate Moving On in lieu of general Cognitive Behavioral Therapy (CBT) based curriculum such as Thinking Matters or Thinking for a Change for female returning citizens.
 - OCC is recommending Moving On to address gender responsive programming. This curriculum has been adapted by the authors to accommodate group size when there is less than 3. OCC will adhere to this evidence-based curriculum modification when necessary. OS liaisons began communicating with OSAs through listening sessions in July 2022. Training completed with Kalamazoo partners.

- OS and OCC staff pilot a Housing Choice Voucher program for probationers in Genesee and/or Midland by allocating the additional vouchers provided through the American Rescue Plan (ARP).
 - Met with MSHDA's new staff for the project. We discussed expansion of the project. HUD has been taking steps to make some changes in this area. MSHDA will be following up on policy language and will provide an update soon. In reach staff has started to screen prior to release. MSHDA has followed up regarding landlord incentives. We will be discussing this incentive at our next meeting with MSHDA. We have started to relay this information to the OSAA's but will be sending that information to the CCAB's once received. OSA has made efforts to distribute information regarding resources, free webinars, and assistance on housing related issues. This effort will continue.
- Supervising agents use skills learned in Collaborative Case Management to work with probationers/parolees and community agencies to ensure that high risk needs are being adequately addressed and improved upon thus fostering more stabilized conditions for parental engagement in their child(ren)'s education process.
- Supervising agents work collaboratively with the probationers/parolees to ensure that they are aware of available resources within their community to address possible barriers to their initial and continued engagement in their child(ren)'s education process.
 - Educate Agents on the importance of Parental Engagement and available Resources by adding a Parental Engagement Informational Section to the OCC and OS Newsletters and Corrections Connection. Launched a Statewide Informational Campaign for National Parental Involvement Day – November 17th, 2022, in which agents encouraged and incentivized parents for engaging in their child's education (Poster and Podcast).

Objective 7.4: Apply the offender success model to probation.

- The MDOC is in process of securing legislative support for additional funding for the Offender Success contracts. If additional funding is secured, a pilot to provide Offender Success resources & services to probationers in one or two Offender Success Regions will be proposed. Based on the results of the pilot, MDOC will look at a statewide expansion plan.