

STRATEGIC PLAN

January 1, 2023 - December 31, 2026



MICHIGAN DEPARTMENT OF CORRECTIONS

Committed to Protect, Dedicated to Success



Mission

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

Vision



We will continue to be the leader in corrections by transforming lives through innovation and dedication.



Values

- INTEGRITY:** Doing the right thing for the right reasons.
- 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.



Letter from the director

In 2018, when we began developing the 2019-2022 strategic plan, we were ambitious and excited to continue our mission of improving the lives of offenders while maintaining the safety of our facilities and the community.

A year into our progress, we had to adapt to the demands of the COVID-19 pandemic quickly. While we continued to work hard to complete our goals and objectives, we faced a new challenge that consumed much of our time and resources. Nonetheless, we accomplished many of our goals, including establishing a wellness unit, a necessary resource for our staff throughout the pandemic, along with implementing the Medication Assisted Treatment program and much more.

Our progress continues further. In these upcoming years, we must maintain our momentum and keep moving our Department forward. We will continue focusing on goals we could not achieve due to the pandemic and shift toward new goals that enhance our work and those we serve.

This plan is just a glimpse of what you can expect from the MDOC in the coming years, as we continue focusing on recruitment and investments in our employees and enhancing educational opportunities for prisoners. We strive to remain a national leader in corrections and pridefully serve the state of Michigan.



Heidi Washington
Director

Heidi Washington

Director

Goal 1



Invest in our employees



Objective 1.1

Continue to enhance recruitment strategies and incentives to attract and retain quality staff with a target date of January 1, 2023. This is an ongoing initiative of the Department and efforts will continue throughout the time period of this Strategic Plan.

The MDOC recognizes that recruiting and retaining staff is critically important to the achievement of our mission and vision. Several job classifications pose challenges for recruitment and retention such as corrections officers, health care professionals, food service staff and licensed tradespeople. Potential strategies and incentives to attract and retain quality staff have been identified through the Effective Process Improvement and Communication (EPIC) and Lean Process Improvement teams. The Recruitment Division will hold quarterly meetings with facility recruitment teams to explore and recommend additional strategies and incentives for implementation.

Objective 1.2

Implement process for new employee focus groups and consultations with new hires with a target date of April 1, 2023.

While the department continues its tremendous focus on recruitment across the board, an emphasis on retention is needed to better understand how new employees are doing and settling into their roles. In order to do this, the director and deputy directors will schedule focus groups at work sites across the state with a cross-section of all levels of employees to hear feedback and discuss issues.

Also, the department will establish a formalized process to consult with new hires at various intervals during the start of their career to hear directly from them on a range of issues, including what is working well and what could make them more efficient at their job.



Objective 1.3

Ensure diversity, equity and inclusion are foundational elements within all aspects of the department with a target date of October 1, 2023.

Diversity, equity and inclusion are at the core of what we do as a department and the MDOC will work to foster an environment where all employees feel as if they belong, are valued, can be their authentic selves and aspire to remain with the department for their entire career. The department will create employee resource groups, enhance training and establish a DEI strategic plan. One overall goal will be to ensure the three tenants of DEI – respectfulness, responsibility and resiliency – are at the core of all dealings and interactions staff have.

Objective 1.4

Establish a formalized mentoring program for staff with a target date of February 1, 2024.

Employees are our greatest asset; therefore, actively mentoring them is crucial to personal development and positive growth. Mentoring employees increases their sense of ownership, loyalty and engagement. It is also a great tool for fostering overall career development for both the employee and the mentor that can last a professional lifetime. Effective mentoring can take place in a variety of forms, incorporating both formal and informal components. Historically, some form of mentoring has occurred within the department; however, a more formalized mentoring program will have the ability to aid in the growth and success of all employees. The department will establish a formal mentoring program through an EPIC team.

Objective 1.5

Continue to become a trauma-informed department with a target date of August 1, 2026.

Trauma is a very costly public health problem occurring as a result of violence, abuse, and other emotionally harmful experiences. By nature, correctional environments are often trauma-inducing. The MDOC realizes the impact of trauma on both staff and offenders and will continue to take steps to become a trauma-informed department. Becoming trauma-informed means that we understand the signs and symptoms of trauma and the potential paths to recovery. When trauma-informed principles are added to the environment, triggers and re-traumatization are minimized, critical incidents are reduced and the use of restraints/segregation is decreased. The MDOC will establish a multi-disciplinary team to focus on integrating knowledge about trauma into policies, procedures, and practices to direct our interactions for a more positive outcome and to actively resist re-traumatization.

Goal 2



Improve communication and collaboration in offender management and care

Objective 2.1

Provide continuous case management from conviction through discharge with a target date of June 1, 2026.

The MDOC's offender case management data systems have grown and evolved over the last three decades attempting to keep pace with the times. Staff currently use multiple data systems to accomplish offender case management and care, often re-entering the same information into each data system to perform their duties. The combination of separate but connected data systems are restricting staff communication and collaboration due to the lack of full integration. Implementing the new Corrections Offender Management System (COMS) over the next four years will allow the MDOC to overhaul its fragmented case management system. It will replace it with a continuous case management system that provides staff with a seamless view of offender risks and needs from conviction through successful reentry.

Objective 2.2

Develop a communication pathway for relevant information sharing between all administrations and stakeholders with a target date of June 1, 2026.

Historically, the MDOC has operated in silos, despite the Correctional Facilities Administration (CFA), Field Operations Administration (FOA), Budget and Operations Administration (BOA) and the Executive Administration each contributing to offender management and success. Implementing COMS and replacing multiple legacy data systems in phases over the next four years will allow the MDOC to improve communications and offender hand off capabilities between administrations by sharing a single offender case management record, instead of case fragments spread across multiple data systems.



Goal 3



Transform the offender classification systems to align risk, placement and program needs

Objective 3.1

Create a program and security classification continuum that outlines placement, from reception to parole, with the target date of December 1, 2025.

The MDOC will formulate a comprehensive internal action plan to effectively align the use of department beds, while customizing security and program classifications to generate a roadmap for prisoner placement from reception through discharge. An EPIC team will be created to establish a formal plan to create a program and security classification continuum.

Objective 3.2

Align department resources with offenders' risks and needs with a target date of December 1, 2025.

In order to efficiently, effectively, and safely deliver prisoner programming and treatment, the MDOC must ensure that it aligns resources with the needs of a dynamic prisoner population. The department will conduct a comprehensive review of prisoner-dependent aspects of its operation, including beds by custody level, special use beds, programming, education, and healthcare to ensure department resources appropriately match prisoner needs. In addition, the MDOC will develop protocols for continuously monitoring the changing needs of the prisoner population to ensure the necessary resources are in place to support the MDOC's mission of offender success.

Goal 4



Develop and implement strategies to effectively manage special populations

Objective 4.1

Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender populations with a target date of October 1, 2025.

Caring for offenders with medical and mental health diagnoses and disabilities is challenging in a correctional environment. The MDOC recognizes the need to expand appropriate housing facilities, staffing resources, and equipment necessary to manage these special populations. A multi-disciplinary workgroup will be established and charged with researching and recommending potential facility physical plant changes, identifying and resolving custody concerns, and researching and identifying clinical resources. These clinical resources may include staffing, training and equipment that may be necessary to provide a safe living environment for the aging and medically frail, mentally ill, and disabled offenders where their needs can be met.





Objective 4.2

Continue to safely reduce the use of segregation with a target date of November 1, 2025.

The MDOC will continue to develop and implement safe alternatives to segregation housing. The Assistant Deputy Director of Operations will develop a measurable plan to monitor the segregation population, long-term segregation and specialized housing to ensure proper placement.



Objective 4.3

Expand strategies to better and more consistently manage Security Threat Groups with a target date of August 1, 2024.

The MDOC shall review the current strategies for the management of Security Threat Groups (STGs), otherwise known as gangs. Gang activity and membership are constantly evolving; therefore, continuous review of both internal and external best practices and incorporating the most effective methods to identify, track, manage, and sanction to deter this activity is required. An EPIC team will be created to establish a formal plan for the consistent management of Security Threat Groups.

Goal 5



Expand opportunities to achieve offender success for long-term public safety

Objective 5.1

Evaluate the effectiveness of offender programs and supervision strategies with a target date of March 1, 2026.

To remain a national leader in corrections and to ensure there is true adherence to evidence-based practices, it is critical that MDOC programming and supervision practices are regularly evaluated. The department is statutorily required to adopt evidence-based supervision practices and it is important that program curriculum and supervision strategies that have not been independently analyzed in Michigan by institutions of higher education or other qualified expert organizations be reviewed. The department will work to obtain outcome data, develop strategic partnerships with the expert community and commit resources to research innovative and emerging national corrections best practices.

Objective 5.2

Strengthen family reunification efforts with a target date of June 1, 2023.

Families are an important factor in the success of those that are incarcerated, as well as those returning to the community. As a result, the department will continue to seek ways to strengthen relationships with family, particularly between children and incarcerated parents. The department will enact its first family reunification policy, including establishing a formal Family Advisory Board to help provide feedback to the Department about future efforts to support families impacted by incarceration.





Objective 5.3

Increase programming opportunities for those serving life sentences with a target date of June 1, 2024.

The MDOC has established a goal of increasing personal success for those in the criminal justice system. While success is most often thought of as the outcomes that are achieved after release from prison, opportunities for success, and the positive impact it can create must also occur in the prison setting. The Department will focus on providing meaningful opportunities for non-core programming, appropriate core programming, educational engagement, and skill building for all prisoners under its jurisdiction, including those serving life or long indeterminate sentences.

Objective 5.4

Expand college access for more prisoners with a target date of December 1, 2023.

Beginning in 2023, Pell Grants will once again be available to most incarcerated individuals. The MDOC has positioned itself as a national leader in correctional education and will continue to pursue additional college and university partnerships, increase course offerings at various facilities, and strive to create diverse and equitable college programs in a variety of areas of study. As part of this effort, the MDOC will increase total Post-Secondary enrollment, while expanding prisoner eligibility to include lifers and those serving long indeterminate sentences. The MDOC will also continue to work with schools, community groups, and reentry agencies to establish clear pathways from prison to continued educational opportunities at participating Michigan colleges and universities after release.



