

STRATEGIC PLAN

2019

PROGRESS REPORT



MICHIGAN DEPARTMENT OF CORRECTIONS

Committed to Protect, Dedicated to Success

In 2019, we launched our newest Strategic Plan, which laid out a road map for the future of this department.

In just one year, we accomplished so much.

Thanks to your dedication and commitment we made great strides in our efforts to attract the next generation of corrections professionals and retain a talented team that has launched us to a position as a national leader in the field.

We've established a wellness program to help you manage stress both on and off the job and to serve as a resource to all employees, retirees and their eligible family members.

We're enhancing training with a new employee academy, redefining the employee disciplinary process, and safely reducing the use of segregation. We're putting an emphasis on the mentoring, care and case management of those under our supervision and we're expanding opportunities for offenders to be successful.

There's so much we have to be proud of, and in the following pages you'll see details on all the Strategic Plan objectives that had target dates in 2019. Going forward, we will be producing a report like this one each year to show you our progress on objectives laid out in our Strategic Plan.

Our work will continue in the years ahead with objectives on the horizon that are designed to support you in your career, help offenders lead better lives and keep our communities safe.



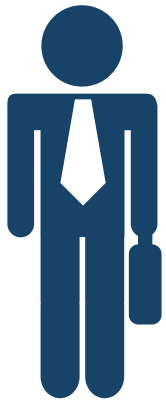
Heidi E. Washington
Director

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Director



29.1%
Recidivism rate

38,053
Prisoner population



66%
Employment rate for
Vocational Village graduates

1,300+
MDOC employees hired



Objective 1.1

Enhance recruitment strategies and incentives to attract and retain quality staff with a target date of September 30, 2019.

The Michigan Department of Corrections is the ultimate people industry.

Short- and long-term public safety rely on the hard work and dedication of approximately 13,000 corrections professionals. That is why recruiting and retaining quality staff is critically important to the achievement of our mission and vision.

In 2018, the MDOC began an 18-month credit waiver program that allows new corrections officers to begin their career with the department while pursuing the required college credits. The Recruitment division also began conducting open houses at correctional facilities, implemented regional interview sites across the state to save potential employees travel time and expense, and encouraged facility involvement in the recruitment process, with participating facilities distributing recruitment cards for staff to share with job seekers in their communities.

The MDOC Recruitment division has also adopted effective communication channels. Candidates can now track the status of their application as it goes through the hiring process and recruitment team members reach out to potential recruits via phone or text as an alternative to the standard application system emails. They have also established a marketing contract that utilizes social media, in addition to traditional advertising mediums, for a modern recruitment campaign.



FY2019 Recruitment

- 774 Officer Recruit Training Graduates
- 155 Recruitment Events
- 53 Registered Nurses hired
- 585 officers were hired through the 18-month credit waiver program
- 114 had successfully fulfilled their college requirements by the end of 2019



Objective 1.2



Establish a Wellness Unit to address overall employee well-being with a target date of June 30, 2019.

While corrections can be a rewarding and fulfilling career, it is also a challenging one. Occupational stress can impact employee well-being on and off the job and can contribute to conditions like PTSD and alcoholism.

That's why in 2019 the department created the MDOC Wellness Program to provide confidential assistance and resources to employees, retirees and their eligible family members.

The Wellness team includes a chaplain and licensed mental health professionals dedicated to employee well-being. As the MDOC Wellness Program develops, it will also include formal Peer Support and Chaplains' Program.

This Wellness team is available 24/7 for confidential consultation, crisis management, and other support services for employees.

The team was in contact with more than 650 employees, retirees or eligible family members in its first six months.

The Wellness Program is led by Lynn Gorski, who joined the department in May 2019 after working on programs and initiatives to promote employee wellness for the Michigan State Police. The program's two Wellness Coordinators, Lennie Alcorn and Sandra Powell, are both long-time MDOC employees, who have been in touch with many staff members since joining the wellness unit in the summer of 2019. An additional wellness coordinator will also be joining the team. Lloyd Scharer, who previously served as chaplain at Richard A. Handlon Correctional Facility, joined the team in the fall of 2019 as the Chaplain Program Coordinator.



If you or someone you know is struggling, please reach out to the Wellness Unit at 1-833-DCBWELL or MDOC-Wellness@michigan.gov.

Objective 1.3



Establish a new employee academy for non-custody employees with a target date of December 31, 2019.

Our dedicated team of corrections professionals is our greatest asset. That's why it is imperative that we establish classroom-based training to properly prepare all new employees for working in a corrections environment. Based on the work of a 2018 Effective Process Improvement and Communications (EPIC) team, which built upon recommendations from a 2017 Lean Process Improvement work group, the Training Division has developed a Non-Custody New Employee Training (NCNET) curriculum that will allow new non-custody departmental employees to receive all established training while also providing instructor-driven courses and opportunities for each employee to interact face-to-face with experienced corrections professionals. Training will be delivered in a hybrid format that includes both an in-class component and computer-based training programs. New non-custody employees will be categorized based on specific training needs and their level of contact with offenders.



Objective 2.3

Explore ways to refine the department's employee disciplinary process with a target date of December 31, 2019.

The MDOC established an EPIC Team comprised of employees in various classifications. The team was tasked with reviewing and recommending changes to the department disciplinary process. Recommendations for change were made based on the team's collective knowledge and experience, input from employee unions, and responses from employee surveys. Recommendation were reviewed and approved by Director Washington.

The team constructed a list of conduct that historically has been handled as work rule violations, which will now be handled as performance and addressed through discussion and counseling. An expedited investigation process has been drafted for implementation. Employee's will have the ability to accept responsibility for certain types of conduct to shorten the investigation and expedite bringing closure to the discipline process. Wardens and administrators will be given additional latitude and authority at the local level to address certain conduct. The Employee Handbook and Attachment A of PD 02.03.100 "Employee Discipline" have been reviewed and will have many forthcoming changes. The team made great strides in addressing the recommendations received. The department will continue addressing needs in training and educating all employees to better address employee conduct.



Collaboration



Objective 3.3

Redefine the roles and responsibilities of staff pertaining to mentoring, care and case management of offenders with a target date of December 31, 2019.

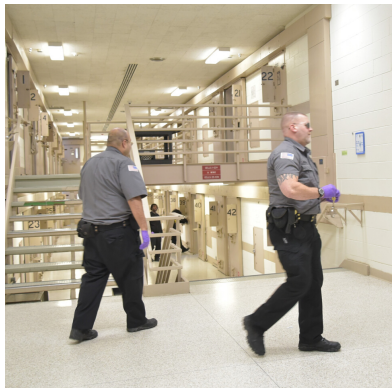
In February 2019, an EPIC team was established to create a plan to modernize the role of staff, including Prison Counselors, Assistant Resident Unit Supervisors, and Resident Unit Managers, to emphasize the case management of offenders. This focus on case management will help better align resources to set offenders on a long-term path to success.

As a result of the team's work, a case management pilot was launched in August 2019 at Cooper Street, Lakeland, Oaks and Women's Huron Valley correctional facilities. During the pilot, staff in PC, ARUS and RUM positions focused on case management during a prisoner's incarceration with the intention to follow it through parole and discharge.

The EPIC team collected feedback on the initial pilot and adjusted and expanded it in late 2019 to include G. Robert Cotton and Carson City correctional facilities. The expanded pilot will run through March 1, 2020.

The goal of the pilot is to examine the impact of these changes on staff, the offender population, the overall operations of facilities, and the communication between facilities and field offices.

When the pilot ends, the Correctional Facilities and Field Operations administrations and the EPIC team will review results and make final determinations on position descriptions, training and case management supervision standards before the plan is gradually rolled out to other facilities.



Manage

Objective 5.2

Continue to safely reduce the use of segregation with a target date of June 30, 2019.

The department has long believed in the reduced usage of segregation and the diversion of all seriously mentally ill prisoners from segregation. An EPIC committee which had been tasked with looking at the use of segregation came up with the Start program, which has now been implemented at three facilities, Ionia and Oaks Correctional facilities and the Marquette Branch Prison.

Start is a therapeutic housing unit and program which teaches prisoners life and personal skills to help them avoid behaviors that require escalating security precautions, as well as address their overall mental health needs.

Since this process began, more than 150 segregation beds have been removed from the system and the number of seriously mentally ill prisoners in segregation has plummeted.

CFA is looking at other facilities to bring the Start program to, in order to continue building upon the success that's been achieved so far. And there will be continued tracking of those in segregation to make sure they are in for the right reasons, and if they should be removed, that it happens as soon as possible.



Achieve



Objective 6.3

Expand the opportunities to foster offender success with a target date of September 30, 2019.

MDOC's Offender Success Administration has made great strides in expanding opportunities for offenders both pre- and post-release through a combination of groundbreaking educational opportunities and key programming focused on cultivating a positive support structure for returning citizens.

Construction of the Vocational Village site at Women's Huron Valley Correctional ramped up in 2019 and the new 44,000-square-foot facility is expected to be completed in early 2020. The village will offer training and certifications in cosmetology, 3D printing, robotics, carpentry, commercial truck driving, forklift operation, computer coding, horticulture, and food technology and hospitality management.

Post-secondary educational opportunities also grew in 2019, with the addition of three new Pell sites; Lakeland, Gus Harrison, and Central Michigan Correctional Facilities. Hope College will begin offering credit-earning courses at Muskegon Correctional Facility in late 2020 and the MDOC is actively supporting nine additional colleges in their pursuit to becoming Pell recipients. Opportunities to facilitate partnerships with high quality colleges and universities will continue with the help of a Lumina Grant, which will allow the department to hire a consultant to assist in those endeavors.



Heights of Success

Parnall Correctional saw the addition of two exciting Vocational Village programs in 2019. In July, Offender Success partnered with Detroit Edison Energy (DTE) and the International Brotherhood of Electrical Workers (IBEW) to introduce a Line Clearance and Tree Trim certification program, and the launch of The Last Mile Computer Coding Program quickly followed in October. Both programs offer prisoners the opportunity to gain the education and experience needed to pursue a career in highly skilled, in-demand trades upon release.

A Look Ahead



So much was accomplished in 2019 through the hard work of staff across the department. As we head into 2020, there are new objectives we will work toward together to continue our mission to keep our communities safe while changing the lives of offenders for the better.

The 2020 objectives include:

- **Objective 1.4** - Establish a formalized mentoring program for staff with a target date of March 31, 2020.
- **Objective 2.1** - Establish a coaching model to improve interactions with offenders with a target date of December 31, 2020.
- **Objective 2.2** - Become a trauma-informed department with a target date of June 30, 2020.
- **Objective 2.4** - Define a team and process for ongoing technology review that will enhance staff and offender success with a target date of March 31, 2020.
- **Objective 4.3** - Re-evaluate and employ assessment instruments with a focus on reducing offender risk with a target date of September 30, 2020.
- **Objective 5.4** - Further develop strategies to manage the transgender population with a target date of December 31, 2020.
- **Objective 6.2** - Develop and implement a Medication Assisted Treatment program with a target date of June 30, 2020.
- **Objective 7.1** - Establish a mentoring program for parolees with a target date of September 30, 2020.
- **Objective 7.3** - Expand investment in female offender programs with a target date of June 30, 2020.

