

# Department of Corrections Strategic Plan 2015



Reduce recidivism by promoting offender change through proven strategies during safe and secure incarceration and effective community supervision.



Message from Commissioner Tom Roy

The Department of Corrections is focused on “contributing to a safer Minnesota.” The work we do is challenging; however, our strategic plan helps us focus on accomplishing this mission.

This plan presents five strategic goals that are necessary for meeting our mission, complying with statutory requirements and focusing agency priorities, decision-making and practices. We are also including key indicators and measures for monitoring our progress.

Every day, more than 4,000 corrections professionals work in our department to keep Minnesotans safer by effectively supervising offenders both in prison and in the community.

We see this strategic plan as dynamic and reflecting our commitment to implementing evidence-based programming based on a growing body of knowledge into “what works” to enhance offender behavior change and reduce recidivism.



## DOC Divisions and Programs

### Commissioner's Office

- Communications
- Government Relations
- Planning & Performance
- Policy & Legal Services

### Facility Services Division

- Safety, Occupational Health & Environmental Services
- Office of Special Investigations
- Health Services
- MINNCOR Industries
- Capital Resources
- Assistant Commissioner  
Education  
Correctional Facilities  
Offender Placement

### Community Services Division

- Reentry Services Unit
- Risk Assessment/Community Notification
- Victim Assistance/Restorative Justice
- Grants & Subsidies
- Inspections & Enforcement
- Hearings and Release
- Field Services

### Operations Support Division

- Information & Technology
- Human Resource Management
- Office Services
- Financial Services
- Employee Development
- Business Continuity & Internal Controls
- Offender Records

# Strategic Plan

<i>Vision</i>	<b>Contribute to a safer Minnesota</b>
<i>Mission</i>	<b>Reduce recidivism by promoting offender change through proven strategies during safe and secure incarceration and effective community supervision.</b>
<i>Values</i>	<p><b>Safety:</b> by supporting a safety-conscious environment for staff and offenders.</p> <p><b>Research-Supported Practice:</b> by providing offender programs and interventions based on evidence-based principles.</p> <p><b>Open and Transparent Communication:</b> by ensuring that information is shared with staff, offenders and stakeholders.</p> <p><b>Commitment to Employee Growth and Development:</b> by fostering employee diversity, collaboration, initiative and opportunities for growth knowing that our strength lies in our skilled and talented employees.</p> <p><b>Culture of Professionalism:</b> by committing to a high standard of ethics, behavior and work activities.</p> <p><b>Organizational Development:</b> by providing an environment that encourages strong quality results through teamwork, technology, training, and process improvement.</p> <p><b>Collaboration:</b> by facilitating cooperative interaction with staff and justice partners, building consensus to support our common interest of reducing recidivism.</p>

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# Department goals

- Provide effective correctional services
- Hold offenders accountable
- Change offender behavior
- Provide restorative services for victims
- Engage staff and promote workplace safety



## Goal #1: Provide effective correctional services

*Providing effective correctional services is an important goal to ensure that secure and humane correctional facilities are safe for both staff and offenders. In addition, the department is committed to providing effective research-based supervision for offenders in the community.*

### Annual Service Numbers

- DOC facility inmate snapshot
- Total number of inmates held during the calendar year
- DOC Field Services snapshot of offenders under supervision
- Total number of offenders supervised in the community during the calendar year

### How do we measure success?

- Offender risk is accurately assessed  
*The department annually measures staff proficiency to ensure that offender risk is accurately assessed and case plans appropriately developed.*
- Offenders participate in sanctions conferences  
*Sanctions conferences provide a community supervision alternative to revocation where appropriate, enabling costly resources to focus on the highest risk offenders.*
- Facility inmates work or are involved in programming  
*Keeping inmates involved in programming, work or other activities helps maintain the safety and security of prison facilities.*
- Offenders remain free of felony convictions  
*Recidivism is an important measure of public safety and is key to the department's mission; the impact of programming is measured by the percentage of offenders with a felony case closed who remain free of felony convictions within three years of discharge.*

## Goal #2: Hold offenders accountable

*The department prioritizes offender accountability in the completion of court-ordered sentences, as well as compliance with release plans and payment of financial obligations.*

### Annual Service Numbers

- DOC facility inmate snapshot
- Total number of inmates held during the calendar year
- DOC Field Services snapshot of offenders under supervision
- Total number of offenders supervised in the community during the calendar year
- Number of DOC offenders with restitution orders

### How do we measure success?

- Offenders comply with child support orders  
*The department collaborates with child support enforcement processes to improve offender compliance with court-ordered child support payments.*
- There are no escapes from secure facilities  
*Ensuring that offenders remain securely confined while serving their court-imposed prison sentence is central to our mission and a primary responsibility of our employees.*
- Level 3 sex offender fugitives are apprehended quickly  
*The department prioritizes the swift apprehension of fugitive level 3 sex offenders and tracks the percentage apprehended within 72 hours of absconding.*
- Offenders comply with restitution payments  
*Offender compliance with court-ordered payment to victims for damages related to crime is an important component of offender accountability.*





## Goal #3: Change offender behavior

*Changing offender behavior is a key indicator for the department. Participation by offenders in evidence-based programming as well as engagement in planning for release and discharge is crucial.*

### Annual Service Numbers

- Admissions to chemical dependency treatment programming
- Admissions to sex offender treatment programming
- Enrollment in educational programming
- Pre-release planning completions
- Photo identification/driver's license application completions

### How do we measure success?

- Inmates complete chemical dependency programming  
*Prison-based chemical dependency treatment has been proven both nationally and within Minnesota to be effective in reducing recidivism.*
- Inmates complete sex offender treatment programming  
*The department's sex offender treatment has also been associated with reductions in recidivism for program completers.*
- Offenders remain free of felony convictions  
*Recidivism is an important measure of public safety and is key to the department's mission; the impact of programming is measured by the percentage of offenders with a felony case closed who remain free of felony convictions within three years of discharge.*

## Goal #4: Provide restorative services for victims

*The department provides restorative services to individual crime victims as well as to the overall community. It is important that individual and community victims of crime are represented and supported.*

### Annual Service Numbers

- Offender apology letter bank
- MN Choice victim service registrants
- Lifer and end-of-confinement hearings
- Level 3 meeting presentations
- Community work crew participants
- Sentencing to Service work crew participants

### How do we measure success?

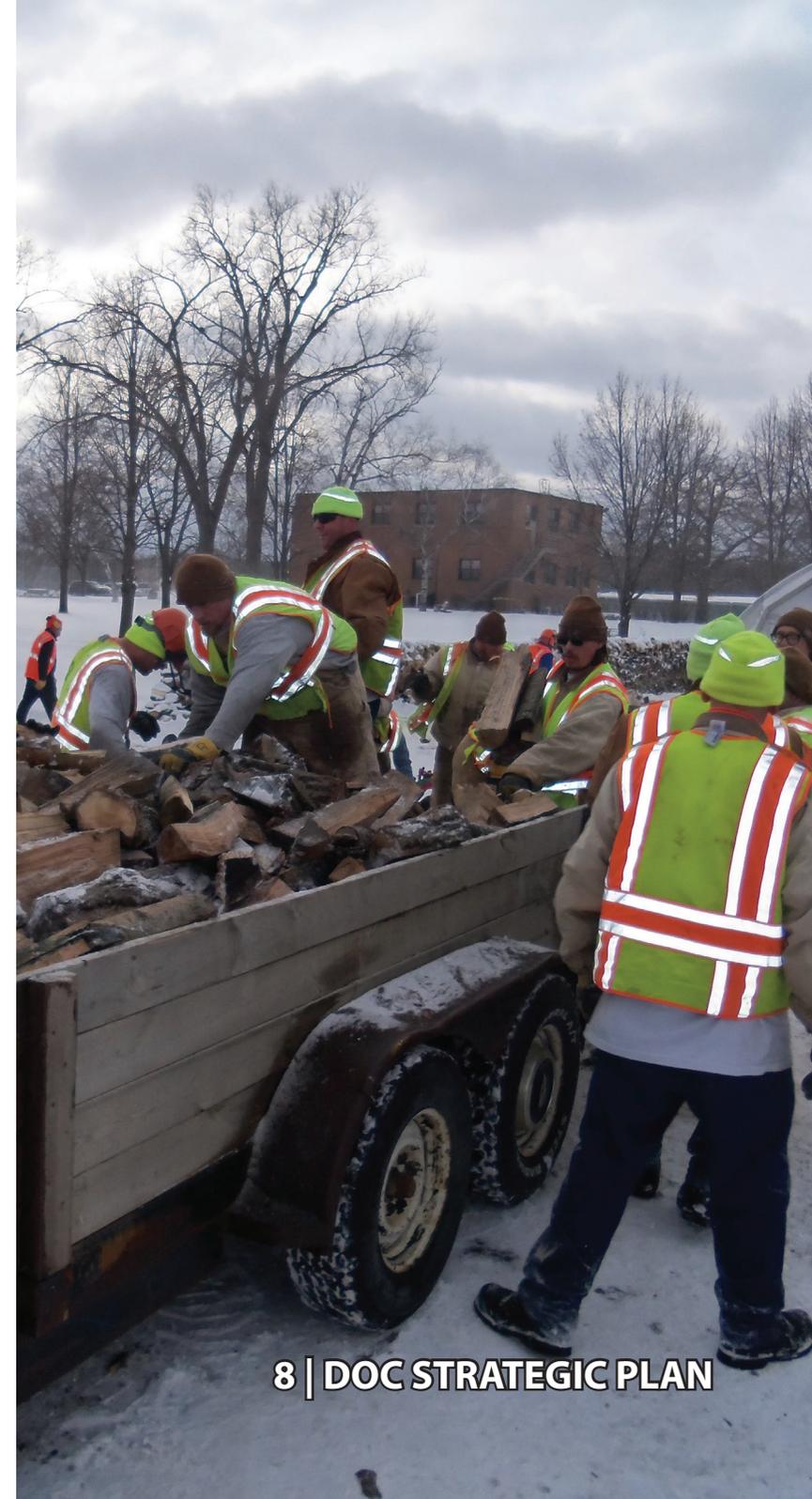
- Restitution is paid at discharge

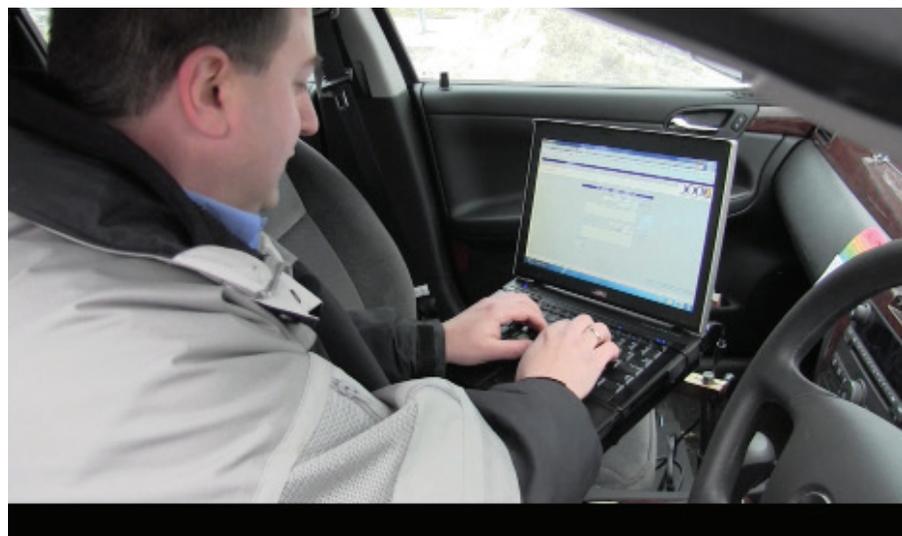
*Offender payment of court-ordered restitution is an important restorative function as well as a component of offender accountability.*
- Institution work crews provide value to the community

*Minimum-security inmate work crews provide value to communities while teaching social and work skills to offenders.*
- Sentencing to Service (STS) work crews provide value to the community

*STS work crews provide needed labor to various communities and organizations. Many provide a direct benefit to the taxpayer by improving public areas.*
- Increased victim/offender restorative opportunities

*Victim Offender Dialogue is a victim-initiated process in which the victim of a crime, or the surviving family members, and the offender who committed the offense are able to meet or communicate in a safe and structured setting with a trained facilitator present.*





## Goal #5: Engage staff and promote workplace safety

*The department recognizes that staff is critical to maintaining core operations and delivering services to offenders. The agency employs more than 4,300 people, and maintaining a safe work environment and healthy, diverse work culture, in collaboration with labor unions, is essential to sound business practices and operations.*

### Annual Service Numbers

- Number of department staff
- Number of labor union meetings

### How do we measure success?

- OSHA reportable incident numbers are reduced  
*OSHA incident numbers are a safety benchmark to gauge the department's staff safety.*
- Staff survey results demonstrate that staff feel valued  
*The department values employee feedback and regularly tabulates results collected through staff surveys.*
- Staff participate in conflict and stress management trainings  
*The department offers several vital trainings in managing workplace conflict and dealing with stress.*
- Worker's compensation claim rates are reduced  
*The claim rate is an indicator of an agency's claims experience and calculates claims that require agency-paid medical treatment per 100 full-time employees.*
- Demonstrated progress in meeting goals of the agency's Affirmative Action Plan  
*The Department sets affirmative action goals and reports annually on progress made toward achieving those goals.*

# DOC Strategic Plan 2014-2016

## At a glance

**Mission** | Reduce recidivism by promoting offender change through proven strategies during safe and secure incarceration and effective community supervision.

**Vision** | Contribute to a safer Minnesota

### Goals

**Provide effective correctional services**

**Hold offenders accountable**

**Change offender behavior**

**Provide restorative services for victims**

**Engage staff and promote workplace safety**

### Objectives

- Safe, secure and humane environment for incarcerated offenders
- Effective research-based supervision for offenders in the community

- Offenders complete court-ordered sentences
- Offenders comply with release plans
- Offenders pay financial obligations

- Offenders participate in evidence-based programming
- Offenders are engaged in planning for their release and discharge

- Timely information is provided to victims
- Victims are represented and supported
- Community restoration

- Safe work environments
- Effectively partner with labor unions
- Staff participate in developing a healthy work culture

### Measures

- Accuracy in offender risk assessment
- Probation sanctions conferences
- Inmates not idle
- Successful releases

- Child support compliance
- Escapes from secure facilities
- Level 3 fugitive apprehensions
- DOC field service restitution compliance

- Chemical dependency program completion
- Sex offender treatment completion
- Successful releases

- Restitution paid at discharge
- Institution Community Work Crew value to community
- Sentencing to Service financial value to community
- Increased victim/offender restorative opportunities

- Number of OSHA reportable incidents
- Integrated Conflict Management System staff survey results
- Critical Incident Stress Management/Corrections Fatigue: number trained
- Worker's compensation claim rate
- Agency Affirmative Action Plan Progress



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