

Strategic Plan (revised 10-29-08)

The Strategic Planning Committee met on 4-10-08 and adopted a new format for the FY09 Strategic Plan. Eight specific goal areas were identified and plans were developed to address each of these areas. The eight goal areas are: Evidence Based Practices, Offender Outcomes and Satisfaction, Diversity, Training and Employee Development, Health and Safety, Technology, Building and Remodeling Projects, and Fiscal Management.

Goal Area: Evidence Based Practices—Monty Sheckles & Mike Schreck

Implementation of EBP in the areas of both treatment and supervision for the purpose of supporting consistency and improving measurability for the collection of data to develop improvements in treatment and supervision quality and ultimately to decrease offender recidivism

Objectives:

1. Develop EBP Subcommittees focusing separately in 2 strategic areas:
 - Treatment
 - Supervision
- A. Strategies:
 1. Divide EBP Core Group membership into subcommittees as described above.
 2. Determine chairs for each subcommittee and a meeting schedule.
Responsible Party: EBP Core Group
Time Frame: 10-10-08

Treatment Subcommittee:

1. Establish criteria to objectively define and measure facilitator effectiveness.
 - A. Strategies:
 1. District wide implementation of the intervention audit tool, collection and analysis of data for the purpose of validating the audit tool and assessing the correlation between audit tool content and facilitator effectiveness.
Responsible Party: Supervisors, Executive Officer.
Time Frame: 4-1-09
 2. Examine criteria established by parallel agencies to determine their definition of facilitator effectiveness.
Responsible Party: EBP chairs, Executive Officer.
Time Frame: 12-1-08
 3. Cross reference audit tool to research findings and make recommendations for changes if needed.
Responsible Party: EBP chairs, Executive Officer.

Time Frame: 7-1-09

4. Establish required training standards that promote competency in the implementation of cognitive based curriculums leading to an internal certification process.

Responsible Party: EBP committee, Training committee.

Time Frame: 12-1-08

Action Steps:

- ✓ Work with the training committee to develop mandatory training priorities that emphasize facilitator effectiveness.
- ✓ 1st District expresses emphasis on cognitive behavioral group facilitation as a priority responsibility in Officer work duties.
- ✓ Mandatory training responsibilities reinforce department priorities.
- ✓ Supervision of facilitators is done in a consistent manner to support the EBP principle of fidelity in group programming

Supervision Subcommittee:

1. Develop Supervision practices exercising consistent and effective approaches evidenced by decreased recidivism and increased successful rates of discharge.
 - A. Develop priorities in Generic Note content and a format to promote consistency in documentation.

Responsible Party: EBP committee, Management.

Time Frame: 7-1-09
 - B. Develop an audit tool to review effective use of motivational interviewing and a process by which supervisors will assure the use.

Responsible Party: MI Trainers, Management.

Time Frame: 1-1-09
 - C. Assure all officers, including special program agents, understand supervision standards based on level and establish a means to monitor compliance to those standards.

Responsible Party: Training Committee, PPO Supervisors, Technology personnel.

Time Frame: 7-1-09
 - D. Staff use all available resources to maintain up to date records (i.e. technology/audit tool).

Responsible Party: Technology Personnel, Executive Officer.

Time Frame: 7-1-09

- E. Use of appropriate interventions based on established criteria and criminogenic needs.
Responsible Party: Interventions Committee.
Time Frame: 7-1-09

- F. Refresher trainings on the use of current assessment tools.
Responsible Party: Training Committee.
Time Frame: 7-1-09

- G. Supervision policy review with emphasis on implementation of and having policy that accurately reflects officer responsibilities.
Responsible Party: PPO Supervisors, Executive Officer.
Time Frame: 7-1-09

- H. Implement recommendations generated by Statewide Focus Groups for Mental Health, Sex Offender, EBP, etc.
Responsible Party: EBP Committee Members, Management.
Time Frame: 7-1-09

Target Results:

Improved success rate, decreased recidivism. A staff that has consistent knowledge and understanding of effective supervision and treatment. Increased offender satisfaction measured through a variety of survey instruments. Increased percentage of intervention referrals considered appropriate. Increased offender intervention availability across the District by increasing the number of groups offered. Improved staff satisfaction and perception of effectiveness.

Actual Results/Outcomes:

To be provided at the end of FY'09

Goal Area: Offender Outcomes and Satisfaction—Ross Todd

The Department strives to increase offender success on supervision by developing a comprehensive understanding of what factors are associated with success on supervision and recognizing the barriers to success. The Department will continue to focus on reducing the percentages of offenders who abscond from supervision, escape from residential correctional facilities, or have their supervision revoked. The Department will continue to collect information from offenders regarding their supervision experience, interactions with staff, participation in interventions, and other relevant areas in order to modify the services we provide and/or the method in which they are delivered.

Objectives:

1. Reduce the number of absconders from Field Services Supervision.
2. Reduce the number of escapes from Residential Facilities.

3. Reduce the number of overall supervision revocations.
4. Reduce the number of female offenders revoked from supervision.
5. Reduce the number of African American offenders revoked from supervision.
6. Reduce the number of parole cases revoked from supervision.
7. Increase offender satisfaction in treatment interventions.
8. Increase offender satisfaction in their supervision experience.
9. Increase offender satisfaction in program experience.

Responsible Person/Entity:

1. Management
2. Administration
3. Staff

Strategies/Time Frames:

1. Absconder/Escape surveys will be given to appropriate offenders by designated staff to complete following their apprehension. This information will be collected and analyzed to see what changes can be implemented to decrease absconders/escapes.
2. Increased use of Intermediate Sanctions by department staff will be encouraged and additional alternatives to revocation will be developed.
3. Additional gender specific programming and gender specific supervision strategies will be developed and implemented.
4. Re-Entry process to address the needs of probationer's and parolee's will be developed and implemented.
5. Group Final Evaluation forms will be given to group participants at the conclusion of all appropriate interventions and the results will be used to provide feedback to facilitators and modify interventions as needed.
6. Offender surveys will be distributed in odd numbered calendar years and the results will be tabulated and shared with staff.
7. A Final Evaluation instrument for Intervention Programs may be developed to collect information from offenders after they complete a program and determine what aspects of the program are considered to be most useful or helpful to offenders.

Target Results:

1. Reduce the number of absconders from Field Services Supervision by 10% from FY'06 to FY'10.
2. Reduce the number of escapes from Residential Facilities by 10% from FY'06 to FY'10.
3. Reduce the number of overall supervision revocations by 10% from FY'06 to FY'10.
4. Reduce the number of female offenders revoked from supervision by 10% from FY'06 to FY'10.
5. Reduce the number of African American offenders revoked from supervision by 10% from FY'06 to FY'10.

6. Reduce the number of parole cases revoked from supervision by 10% from FY'06 to FY'10.
7. 90% of offenders completing intervention groups will complete the Group Final Evaluation survey and the results will be tabulated/analyzed.
8. Offender surveys will be distributed to a random sample of offenders and the results will indicate increased offender satisfaction in the following three areas:
 - Item #4--I have a voice in my supervision plans--Goal is to increase the percentage of offenders answering agree or strongly agree by 6%. (Change from 79% to 85%).
 - Item #5--My supervising officer assists me in reaching my goals--Goal is to increase the percentage of offenders answering agree or strongly agree by 4%. (Change from 88% to 92%).
 - Item #9--My efforts for doing well under supervision are recognized--Goal is to increase the percentage of offenders answering agree or strongly agree by 6%. (Change from 83% to 89%).

Actual Results/Outcomes: To be provided at the end of FY'10

Goal Area: Diversity—William Martinez

Definition: Uniqueness of all individuals, which encompasses different personal attributes, values, and organizational roles.

Managing Diversity: Process of creating and maintaining a positive environment where the capabilities, differences, and similarities of all members are recognized, understood, and valued.

OBJECTIVE(S):

- Our mission statement is “To enhance sensitivity to differences, recognize the commonalities, and respect the uniqueness of all individuals”.
- The plans, resources, and policies of this Department shall support the mission and philosophy of diversity.
- Employees are expected to listen and respond sensitively to other employees and all recipients of services.
- Employees shall attend a minimum of 3 hours diversity training each fiscal year.

RESPONSIBLE PERSON/ENTITY:

The Department of Correctional Services Diversity Team
Administration/Management

STRATEGIES/TIME FRAMES:

- A. Provide fair, equal, and rapid conflict resolution.
- B. Make all organizational facilities physically accessible to all recipients of services in accordance with the ADA accessibility guidelines.

- C. Provide fair and equal access to services regardless of age, sex, ethnicity, and race and responsive to unique differences among all people.
- D. Ensure all employees understand tasks, requirements, and goals, and are coached to achieve individual success.
- E. Recognize diversity as an issue in employee retention.
- F. Promote a workplace environment to foster mutual respect and acceptance of individual differences for all employees.
- G. Maintain an active district-wide diversity committee. The committee shall develop a method to recognize and reward individual and group contributions to managing diversity.
- H. Provide training to help employees recognize, understand, and value differences.
- I. Identify and remove barriers in the organizational environment.

TARGET RESULTS:

To offer a variety of diversity trainings and activities throughout the fiscal year to all Department employees, and to have 100% of staff receive 3 hours or more of diversity training.

The team is also working in conjunction with the University of Northern Iowa on a diversity survey regarding our PSI and revocation report recommendations. We do not have the final numbers yet.

ACTUAL RESULTS/OUTCOMES:

FY2007: Out of 202 employees, 138 employees received 3 hours or more of diversity training; 34 received 1 to 2.5 hours; and 30 received no diversity training hours.

FY2008: As of May, 2008, out of 203 employees, 118 received 3 or more hours of diversity training; 34 received .5 to 2.5 hours and 51 received none. We can check this again at the end of FY08 to get the final numbers.

Throughout the last 2 fiscal years, the diversity team has offered numerous diversity trainings and tapes to employees. The team also organized diversity pot lucks, a diversity activity at the August 2007 Department picnic, and monthly diversity quizzes. We earmarked 2 days of the quiz in May and kept track of how many people read the quiz and how many deleted it without reading it. These numbers do not take into consideration people working different shifts and those that were gone that week. On week one, day one, 62 employees read the quiz and 18 deleted without reading it. On week one, day two, 50 employees read the quiz and 21 deleted without reading it. The rest of the employees did not look at the e-mail until the next week, after the activity had been completed.

Goal Area: Training and Employee Development—Jean Johnson & Al Hoff

The Department encourages all staff to pursue personal and professional growth through continuing education and training within the confines of the budget and the needs of the department. Staff shall receive training consistent with the needs of their job classification. Training shall also be consistent with the overall mission of the department.

- OBJECTIVE(S):
1. All employees will be trained annually in the mandatory training areas, as outlined in Policy PER – 31.
 2. All Full-time employees will be responsible to attend a minimum of 40 hours of approved training per fiscal year.
 3. All Part-Time employees will be responsible to attend a minimum of 20 hours of approved training per fiscal year.

RESPONSIBLE PERSON/ENTITY:

1. Staff
2. Immediate Supervisor
3. Training Committee

STRATEGIES/TIMEFRAMES:

1. Training Committee will schedule mandatory training in several locations throughout the district each fiscal year. Additional non-mandatory training will also be scheduled throughout the fiscal year. This schedule will be available to all staff in advance of the fiscal year, to allow staff the ability to attend.
2. Supervisors will provide their staff with “Employee Training Reports” on a quarterly basis. Supervisors will also provide/share training opportunities with their staff on an ongoing basis.
3. Staff will attend required training per policy. Staff is also encouraged to seek appropriate training and submit requests to their supervisor.
4. Administrative personnel will provide a statistical report outlining the following:
 - A. Total number of in-house training hours provided including dates and locations.
 - B. Total number of training hours completed for FY ‘09.
 - C. Total number of mandatory training hours completed for FY ‘09.
 - D. Total number of staff meeting training expectations (per policy PER – 31) for FY ‘09.

TARGET RESULTS:

1. 100% or more of staff receives mandatory training per policy for FY ‘09.
2. 100% or more of full-time staff receives 40 hours of training for FY ‘09.
3. 100% or more of part-time staff receives 20 hours of training for FY ‘09.

ACTUAL RESULTS/OUTCOMES: To be provided at the end of FY ‘09.

Goal Area: Health & Safety—Dave Campbell

The Department is committed to providing a safe working environment for employees, offenders and visitors. The Department promotes the use of safety precautions at all times.

OBJECTIVE(S):

1. All employees will review the Health and Safety Manual (HS-11) on an annual basis.
2. All employees will be trained annually in personal and professional safety, in order to protect themselves and offenders in the office and community.
3. All employees will be trained in Emergency Preparedness.
4. Designated management personnel will conduct at least monthly walk-throughs of their respective facility/office(s).
5. All walk-throughs will be documented, which shall include, date, time, and any findings.
6. All Field Services Offices will conduct “Patdown Search Days” a minimum of 2 times per year. This may include assistance from local law enforcement.

RESPONSIBLE PERSON/ENTITY:

1. Staff
2. training Committee
3. Management

STRATEGIES/TIMEFRAMES:

1. Supervisors will review Health and Safety Policies during mandatory staff meetings each year. An In-House training received form will be used to track attendance.
2. Each Division will schedule Personal Safety Training on an annual basis, throughout the district each fiscal year.
3. Safety Committee will implement an Emergency Preparedness Manual and make available to all staff.
4. Designated management will document all walkthroughs. Documentation shall include: date, time, location and any findings.
5. Field Services Supervisors will schedule a minimum of 2 “Patdown Search Days” per year in their respective offices. Probation/Parole Officers will assist in this process. Documentation shall include: offender name and ICON number, staff conducting search, contraband found, action taken (if any).

TARGET RESULTS:

1. 100% of staff will review Health and Safety Manual (HS-11) each year.
2. 100 % of staff will attend Personal Safety Training each year.
3. 100% of staff will attend and have knowledge of the contents in the Emergency Preparedness book.
4. Monthly walkthroughs will be conducted in each office/Facility.

5. Each Field Services Office will conduct 2 “Patdown Search Days” per year.

ACTUAL RESULTS/OUTCOMES:

To be provided at the end of FY-10

Goal Area: Technology—Carolyn LeBahn & Howard Haus

To provide technological and information resources to support information processing, analysis, storage, communication, surveillance, and other types of automated system needs in order for corrections’ staff to more efficiently and effectively do their jobs.

Objective(s)

1. Provide a data and telecommunication system that provides efficient, technologically advanced, and cost effective use of resources.
2. Build the new Waterloo Women’s Residential Facility including some of the latest technologies available.

Responsible Person/Entity

1. Leadership Team
2. Systems Administrators
3. Staff

Strategies/Timeframes

1.
 - a. Update Call Manager and Voice Mail with new features available by December 31, 2009
 - b. Upgrade the Wide Area Network with connections to Ethernet in all residential facilities by June 30, 2010
 - c. Replace Mediacom with DSL Lines by December, 2009
 - d. Move all databases over to SQL Server by June 30, 2010
 - e. Install more monitoring devises to oversee use of electronic traffic by June 30, 2010
2. Work with the planning committee and architects to incorporate technology ideas into the new women’s facility beginning on October 2009.

Target Results:

1. The Wide Area Network System will be able to process information faster, be down less, provide more services to the employee, and increase available storage capacity.
2. The Waterloo Women’s Residential Facility will have state of the art technology.

Actual Results/Outcomes

To be provided at the end of FY-10

Goal Area: Building & Remodeling Projects—Cindy Studnicka

To provide office facilities and residential buildings throughout the First Judicial District, which addresses the needs of the Department.

Objective(s)

1. Build a 30-43 bed residential facility, with plans for future expansion options that would serve female correctional offenders living in the community either on work release or probation as a condition of their sentence.

Responsible Person/Entity

1. Department of Corrections administrators and appointees
2. Karen Herkelman, District Director
3. Ken Kolthoff, Assistant District Director ~ Project Manager

Strategies/Timeframes

1. Requests for Proposals (RFP's) for Architectural and Engineering Consultant Services will be released July 2008
2. Contract for A/E consultants will be awarded November 2008
3. Architects and Engineers begin facility design December 2008
4. Construction begins August 2009
5. Construction will be complete August 2010

Target Results:

1. Construction for the new facility will be slated to begin in the summer of 2009.

Actual Results/Outcomes

To be provided at the end of FY-10

Goal Area: Fiscal Management—Cindy Studnicka

The Department shall serve as its own administrative agent to provide all accounting and personnel functions necessary for district operations. A financial regulatory system of policies and procedures shall be established for efficient and accurate accountability in all fiscal activity.

Objective(s)

1. Provide management with financial data to assist in the planning, control, measurement, and evaluation required for the efficient and economical operation of the organization and its programs.
2. Provide management control of funds and other assets so as to ensure that the expenditure of funds and use of other property is on conformance with applicable laws and regulations.
3. Ensure, by means of cost and property control and prudent management that optimal use is made of all resources.

4. Meet all requirements for maintaining records and reporting to the District Board of Directors, Department of Corrections, Auditor of the State, and Federal Agencies as required.

Responsible Person/Entity

1. Division Manager of Administration
2. Administrative Officer
3. Administration Staff

Strategies/Timeframes

1. Purchase accounting software that efficiently supports all of the following components with expansion capabilities: general ledger, human resources, payroll, accounts payable, and accounts receivable by July 31, 2008.
 - a. Work with the software technicians to customize the programs to fit our needs and be trained to achieve proficiency in all the aspects of data input, management, and reporting by October 31, 2008.
 - b. Process at least (three) payrolls running concurrently with the contracted payroll service by December 31, 2008.
 - c. Go live with the new payroll system January 1, 2009.
2. Review, update, and add Fiscal Manual policies to adhere to current practices and guidelines by June 30, 2009.

Target Results:

1. The new accounting and personnel software will be totally implemented and operational by January 1, 2009
2. The Fiscal Manual will be updated and approved by the Board of Directors by June 30, 2009.
3. No reportable comments will be noted in the FY 2008 State audit.

Actual Results/Outcomes

To be provided at the end of FY-10